

ANNEX 13

RECORDS OF ACTION WORKSHOPS

**THE STUDY
ON
THE IRRIGATORS ASSOCIATION STRENGTHENING PROJECT
IN
NATIONAL IRRIGATION SYSTEMS**

ANNEX 13

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Table of Contents

	<u>Pages</u>
1. Action Workshop in San Fabian RIS	A13-1
1.1 Background	A13-1
1.2 The Program	A13-1
1.2.1 Workshop Rationale and Objectives	A13-1
1.2.2 Workshop Schedule	A13-2
1.2.3 Workshop Participants	A13-2
1.3 Proceedings	A13-2
1.3.1 Day One	A13-2
1.3.2 Day Two	A13-4
1.3.3 Day Three	A13-4
1.3.4 Day Four	A13-5
1.3.5 Day Five	A13-5
1.4. Lessons Learned	A13-5
1.5 Post-Action Plan, 2003 - 2004 and after	A13-6
2. Action Workshop in Bago NIS	A13-6
2.1 Background	A13-6
2.2 The Program	A13-7
2.2.1 Workshop Rationale and Objectives	A13-7
2.2.2 Workshop Schedule	A13-7

2.2.3	Workshop Participants	A13-7
2.3	Proceedings	A13-7
2.3.1	Day One	A13-7
2.3.2	Day Two	A13-9
2.3.3	Day Three	A13-9
2.3.4	Day Four	A13-10
2.3.5	Day Five	A13-11
2.4.	Lessons Learned	A13-11
2.5	Post-Action Plan, 2003-2004 and after.....	A13-12

List of Tables

Table 1.1	San Fabian Action Workshop Schedule	A13-13
Table 1.2	List of Participants	A13-14
Table 1.3	Findings and Recommendation on San Fabian Pilot IAs.....	A13-15
Table 1.4	Scientific Farming Irrigators Association	A13-16
Table 1.5	Apacembulo Irrigators Association	A13-17
Table 1.6	BGM Irrigators Association	A13-18
Table 1.7	San Juan Babasit Irrigators Association	A13-19
Table 1.8	General IA Membership Policies	A13-20
Table 1.9	O&M Presentation	A13-22
Table 1.10	General IA Policy on Capital Build-Up Fund.....	A13-25
Table 1.11	Federation By-Laws	A13-27
Table 1.12	Post Action Plan Implementation Schedule IA Strengthening Study, San Fabian Pilot IAs	A13-35
Table 2.1	Bago Action Workshop Schedule	A13-37
Table 2.2	List of Participants	A13-38
Table 2.3	Findings and Recommendation in Bago RIS	A13-39
Table 2.4	Consolidated Accomplishment Report, Bago RIS Pilot IAs (Jan to May 2003)	A13-40
Table 2.5	Labangan Pilot IAS Strengthening Activity Report	A13-41

Table 2.6	Mal Pilot IAs Strengthening Activity Report (1/3).....	A13-48
Table 2.7	Pulangui Pilot IAs Strengthening Activity Report	A13-51
Table 2.8	Assessment of Performance in Canal Clearing, Lat. E (1/2)	A13-52
Table 2.9	Proposed IA Reorganization Plan Based on Hydrological Boundary (1/2).....	A13-54
Table 2.10	General IA Membership Policies (1/2)	A13-56
Table 2.11	General IA Policy on O&M (1/5).....	A13-58
Table 2.12	General IA Policy on Capital Build-Up	A13-63
Table 2.13	Consolidated IA Action Plan Bago Pilot IAs (1/3)	A13-64
Table 2.14	Consolidated Action Plan, Mal RIS	A13-67
Table 2.15	Consolidated Action Plan, Labangan RIS (1/3).....	A13-68
Table 2.16	Consolidated Action Plan,Pulangui RIS (1/2).....	A13-71
Table 2.17	Proposed Activities in the Updating Master List	A13-73
Table 2.18	Post-Action Plan for Pago Pilot IAs, 2003-2004 and after (1/3)	A13-74

ANNEX 13 RECORDS OF ACTION WORKSHOPS

1. Action Workshop in San Fabian RIS

1.1 Background

The formulation of specific action plans of the Study on the Irrigators Association Strengthening Project in National Irrigation Systems involving 6 pilot NISs and 17 IAs culminated in the conduct of action workshops primarily to hasten the implementation process of strengthening. San Fabian RIS is one of the pilot sites representing a system where water is insufficient. Compounding the problem is the deteriorated condition of the facilities, considered the poorest among the pilot NISs where only 20% of its facilities are functional. In the same manner, the three pilot IAs (Scientific Farming, BGM and San Juan Babasit) are considered likewise the poorest in terms of governance. The IAs have been existing for almost two decades, and yet have the lowest perceived rate of active members of about 30%.

The results of the PRAs and PCM exercises resulted in specific interventions that can be implemented through the joint participation among the IA members, NISOs personnel and other concerned institutions. The action workshop presented an opportunity to validate and flesh out the details of earlier recommendations. Through this workshop, a model was obtained where action plans can be implemented immediately after the Study is completed. The usual need to wait for fresh funding before implementation can proceed can be waived with as long as the motivation and moral support from the IAs exists. The workshop demonstrated a new process of sustaining the support initiated by the Study, thus shortening the time period for full-scale implementation.

1.2 The Program

1.2.1 Workshop Rationale and Objectives

The objectives of the 5-day workshop are two-fold:

1. To demonstrate the proper method of identifying, validating and fleshing out specific activities attendant to the critical recommendations for strengthening the pilot IAs, advanced by the Study along three (3) areas of concerns: organization, operation & maintenance and finance; and
2. To demonstrate the consultation and participation processes, among IA leaders, members, NISO's staff and concerned LGUs of implementing the detailed activities essential in the strengthening of the IA organization, operation &

maintenance and finance.

1.2.2 Workshop Schedule

The 5-day workshop schedule is given in Table 1.1.

1.2.3 Workshop Participants

The number of participants is listed in Table 1.2. It is to be noted that selected members and staff of the pilot IAs in Angat RIS and non-point IAs in San Fabian RIS, respectively were included as participants, mainly to get immersed on the actual process of implementation.

1.3 Proceedings

1.3.1 Day One

(1) Opening Program

After a brief invocation, the Regional Manager of NIA Region 1 delivered the welcome address. The message brought forward the need to forge a closer cooperation among the IA leaders and members together with the field staff of the NISO and other local agencies to be able to implement seriously the efforts initiated by the Study. The Regional Manager then expressed his gratitude for the invaluable assistance extended by the JICA, and the selection of San Fabian RIS as a pilot model for implementing the IA action plan advanced by the Study. Thereafter, the Irrigation Superintendent of San Fabian RIS introduced the participants.

(2) Presentation of workshop rationale and objectives

The division manager of IDD apprised the participants about the rationale and objectives of the workshop, earlier stated in item 1.2.1. Such objectives were amplified in relation to the expected tasks to be delivered by each participant during the next 5-day session. The convening of the workshop was stressed to culminate in the realization of activated pilot IAs, defined as IAs with reinforced organization and officers, well meaningful O&M plans and policies, strengthened financial systems and foremost of which is better enforcement and execution of formulated plans and programs.

(3) Presentation of the completed JICA-funded Study on the IA Strengthening Project in NIS

The Team Leader of the JICA Study Team made the above presentation. The presentation dealt essentially on 4 major areas. First was the documentation on the participatory nature of diagnosing issues and problems, detailing the

methodical approaches during the surveys made in Phases I and II. Second was analysis of the substantive outputs and inputs of the Study according to the 3 areas of IA strengthening, notably on organization, O&M and finance. Third was a discussion on the cost and implementation configurations, and finally the last aspect was the expected impact of the Study on the beneficiaries.

(4) Presentation of Findings and Recommendations on San Fabian Pilot IAs

A senior staff of IDD made the presentation, divided into 3 areas of concerns: IA organization, operation & maintenance and finance. The presentation re-echoed the findings and recommendations formulated by the JICA Study Team, the details of which are given in Table 1.3.

(5) Presentation of IA activities in Pilot IAs in San Fabian and Angat RIS

Selected IA leaders made the above presentation. In San Fabian, 4 IA leaders representing the same number of pilot IAs individually presented their activities. The emergence of a new pilot IA (i.e. Apacembulo IA) which never surfaced during the detailed PRA surveys, was initiative of farmers belonging to both the IAs of Scientific Farming and San Juan Babasit. The establishment of this new pilot IA was accelerated during the preparatory works initiated jointly by the JICA Study Team, IDD and NISO early in January-April 2003.

In general, each presentation was a chronicle of events covering the period January-April 2003, detailing the completed activities, outputs, issues and problems encountered and future activities. The summaries are given in Tables 1.4 - 1.7. The results of these preliminary works have facilitated correcting the fundamental flaws along the 3 major areas of concerns (organization, O&M, and finance) and since these were mostly IA-driven, it demonstrated that implementation can be done even without the usual fresh funds.

In the presentation of Angat pilot IAs, the presenter simply apprised the participants on the status of activities listed in the recommendations advanced by the JICA Study Team.

(6) Presentation of plans and programs of selected local line agencies

Representatives from the PPDO, NFA, QUEDANCOR and BAS presented their programs and on-going assistance to farmers. While programmed budget were presented, it was not clear whether these agencies have the cash to support the projects of the IAs in case proposals would be submitted to them.

(7) Open Forum

The IAs sought a clarification on the budget intended for declogging and desilting of the intake canal of San Fabian RIS. The IAs thought that the compensation for participating in the clearing was PhP 150/day. NISO responded that since the budget requested was based on the volume of materials to be excavated, the mode of payment for labor rendered by the IAs will also be volumetric.

(8) Closing and Synthesis

The division manager of IDD closed the program.

1.3.2 Day Two

Day two was devoted entirely to workshop sessions right at the field. The usual opening and roll call was dispensed with. Leaders and members of 4 IAs, including representatives from Angat pilot IAs were grouped according to workshop subjects, as follows: master list updating, membership expansion and development, operation and maintenance, IA by-laws and organizational structure, and CBU and project plan and records and documentation. What were tackled in these subjects were the issues (presented in day one) that emerged during the preliminary works conducted during the period January-April 2003. Facilitators were assigned for each subject to guide the participants in the discussion. The participants for each subject were also assigned based on their current positions in the organization.

It was agreed that the confirmation of the outputs of the workshop would be presented on day four, on the day that the IAs will convene the general assembly and first federation meeting.

1.3.3 Day Three

Day three demonstrated the bonding and cohesiveness of IA members in canal clearing, an O&M activity essential in the achievement of unobstructed flow of water during water delivery. The activity involved the desilting of the San Jacinto side main canal (MCJ) at San Fabian RIS. Employing the old and reliable practice of “bayanihan,” leaders and members of four pilot IAs numbering about 76 farmers voluntarily committed their labor in declogging during that whole day. This activity showed that through constant dialogue with leaders and members, labor could be mobilized even in the absence of available cash to pay for services rendered.

1.3.4 Day Four

Meetings were held individually for the 4 pilot IAs in the morning. In these meetings, the IAs were able to confirm and agreed among themselves the new policies and plans as regards membership, operation and maintenance, by-laws and organizational structure and capital build-up. The new policies and organizational structure are given in Tables 1.8 -1.10. In that same meeting the election of new officers were held to replace the interim officers.

In the afternoon, the first federation meeting of the four pilot IAs was held. In this meeting, the representatives approved and adopted the federation by-laws (Table 1.11) and subsequently new set of officers of the federation were elected.

1.3.5 Day Five

The last day of the workshop culminated in the: (a) establishment of the updated master list; (b) adoption of the formulated IA policies on membership, O&M, By-laws and organizational, capital build-up; (b) presentation of future action plans; and (c) oath taking of newly elected IA officers and the federation.

Representatives from local agencies responded positively on the call by the IAs to support their on-going and future action plans.

The last day was likewise highlighted by presentation of major activities, among which were IA assemblies, bayanihan and results of declogging and desilting works. These were presented by selected IA leaders and NISO's staff, respectively.

At the closing, a consensus was reached to regularly conduct the same forum among the IAs to resolve with dispatch issues affecting their action plans and bring such action plans to the local agencies for appropriate support.

1.4. Lessons Learned

- (1) The 5-day action workshop presented an opportunity to resolve basic issues affecting the IAs membership and organization; operation and maintenance and finance. Tangible accomplishments were achieved given the cooperation and support extended coming from IA members and leaders, including from the NISO and other local agencies.
- (2) The preparatory works that were initiated beginning immediately in January 2003 following the recommendations of the JICA Study facilitated in the realization of the tangible outputs. This demonstrated that even in the absence of fresh funds, major institutional activities can be initiated, notably the streamlining of the IAs organizations and coming up with major policies on

membership, O&M, and finance.

- (3) The usual approach of waiting for fresh funds before activities can be initiated has been demonstrated that it can be waived as long as there is genuine support coming from the IA leaders and members, including from the NISO and other local agencies. The enthusiasm displayed by IA members in cleaning up their organizations and support rendered to clear canals (e.g declogging and desilting) are clear manifestations that the IA Strengthening Study is proceeding in the right direction.
- (4) The IAs if given the proper motivation can be mobilized to perform important role in water management with less supervision from NIA, provided they have clearly understood their task and functions in the overall irrigation development plan.

1.5 Post-Action Plan, 2003 - 2004 and after.

The post-action plan given in Table 1.12 was prepared to continue the activities initiated under the action planning workshop. Costs were provided for each activity to permit programming and budgeting of fund to be sourced, preferably from the local agencies which committed to assist the IAs..

2. Action Workshop in Bago NIS

2.1 Background

The formulation of specific action plans of the Study on the Irrigators Association Strengthening Project in National Irrigation Systems involving 7 pilot NIS and 17 IAs culminated in the conduct of action workshops primarily to hasten the implementation process of strengthening. The Bago NIS is one of the pilot sites representing medium-sized irrigation system (13,000 ha), but systems efficiency is relatively low. This is one of the prime considerations why the system is being planned for rehabilitation under a JBIC loan. Similarly, the level of maturity of the three pilot IAs (Atidu, Amana and Bunasabala) is generally weak, both in terms of managing internal operations and water delivery. The IAs have been existing for almost 10 years, and the perceived rate of active members is below 20%. A unique characteristic of the farming population is the high incidence of caretakers and tenants, more than 50%, due to the practice of large-scale sugarcane cultivation.

As in San Fabian RIS, the results of the PRAs and PCM exercises resulted in specific interventions that can be implemented through the joint participation among the IA members, NISOs personnel and other concerned institutions. The

action workshop presented an opportunity to validate and flesh out the details of earlier recommendations. Through this workshop, participants were familiarized with new models of organizing farming operation and enhancing financial resources, such as farmland thrust and assembly market.

2.2 The Program

2.2.1 Workshop Rationale and Objectives

The objectives of the 5-day workshop were three-fold:

1. To demonstrate the proper method of identifying, validating and fleshing out specific activities attendant to the critical recommendations for strengthening the pilot IAs, advanced by the Study along three (3) areas of concerns: organization, operation & maintenance and finance; and
2. To demonstrate the consultation and participation processes, among IA leaders, members, NISO's staff and concerned LGUs of implementing the detailed activities essential in the strengthening of the IA organization, operation & maintenance and finance.
3. To familiarize the IA leaders and members on new approaches of farming and enhancing financial resources through site visits of successfully operated farms and enterprises.

2.2.2 Workshop Schedule

The 5-day workshop schedule is given in Table 2.1.

2.2.3 Workshop Participants

The number of participants is listed in Table 2.2. It is to be noted that selected leaders and members of the pilot IAs in Pulangui, Labangan and Mal RISs, including the irrigation superintendents of the concerned NISOs were included as participants, mainly to get immersed on the actual process of implementation.

2.3 Proceedings

2.3.1 Day One

(1) Opening Program

After a brief invocation, the honorable Mayor of Bago City delivered the welcome address. The Mayor expressed his gratitude for the invaluable assistance extended by the JICA and the selection of Bago RIS as a pilot model for implementing the IA action plan advanced by the Study. The Study was seen as timely to assist and empower the IAs. Thereafter, the master of ceremony introduced the participants, and finally a message was delivered emphasizing the need to forge a closer

cooperation among the IA leaders and members to implement seriously the efforts initiated by the Study. The expected increase in productivity of the rice farmers would improve the economy of the Province.

(2) Presentation of workshop rationale and objectives

The department manager of IDD apprised the participants about the rationale and objectives of the workshop, earlier stated in item 2.1. Such objectives were amplified in relation to the expected tasks to be delivered by each participant during the next 5-day session. The convening of the workshop was stressed to culminate in the realization of activated pilot IAs, defined as IAs with reinforced organization and officers, well meaningful O&M plans and policies, strengthened financial systems and foremost of which is better enforcement and execution of formulated plans and programs. Transparency and accountability in the implementation of activities were stressed as important values to realize the objectives of the action plan.

(3) Presentation of the completed JICA-funded Study on the IA Strengthening Project in NIS

The Team Leader of the JICA Study Team made the above presentation. The presentation dealt essentially on 4 major areas. First was the documentation on the participatory nature of diagnosing issues and problems, detailing the methodical approaches during the surveys made in Phases I and II. Second was analysis of the substantive outputs and inputs of the Study according to the 3 areas of IA strengthening, notably on organization, O&M and finance. Third was a discussion on the cost and implementation configurations, and finally the last aspect was the expected impact of the Study on the beneficiaries.

(4) Presentation of Findings and Recommendations on Bago Pilot IAs

Senior staff of IDD, NISO and Region 6 made the presentation, divided into 3 areas of concerns: IA organization, operation & maintenance and finance. The presentation re-echoed the findings and recommendations formulated by the JICA Study Team, the details of which are given in Table 2.3.

(5) Presentation of IA activities in Pilot IAs in Bago, Labangan, Pulangui and Mal RIS

Representatives from the concerned IAs made the above presentation. The presentation focused on major issues affecting the IAs, the details of which are given in Tables 2.4- 2.7.

(6) Presentation of plans and programs of selected local line agencies

Representative from the QUEDANCOR presented its programs and on-going assistance to farmers. There was no specific budget mentioned for the programs presented. Instead, the program focused on the eligibility requirements.

(7) Open Forum

The IAs sought a clarification on the eligibility of farmers to access credit from QUEDANCOR, given that most farmers have pending arrears from the LBP. The representative from QUEDANCOR confirmed the apprehension raised by the IAs. It can not simply release loans to farmers who have not been cleared from their previous loan arrears from the LBP.

(8) Closing and Synthesis

The irrigation superintendent of the BAGO NISO closed the program.

2.3.2 Day Two

The first few hours were devoted to clearing of Lateral E canal where representatives from the pilot IAs volunteered their services. The JICA Study Team provided shovels, wheelbarrows and other tools for canal clearing. The presidents of the 3 pilot IAs acknowledged the assistance provided. The canal clearing demonstrated once more the willingness of the IA members to participate in O&M activity as long as moral support from leaders exists. To sustain the momentum initiated, issues were raised, however. These were tackled in a brief session, the results of which are given in Table 2.8.

In the afternoon, workshop sessions were held to thresh out the guidelines for proper delineation of IA administrative boundaries according to hydrological features, a plan being pursued by the Bago pilot IAs to further split the organization, especially the TSAs for better management of O&M activities. In this respect, the experiences of MAL, Pulangui and Labangan IAs were shared to the participants. The elements of the proposed IA reorganization plan are given in Table 2.9.

An adhoc committee was likewise established to study the proposal of creating a Council of Irrigators Association comprising the 3 pilot IAs along Lateral E.

2.3.3 Day Three

Workshop sessions were held to review and finalize the policies of the Bago pilot IAs along organization, O&M and finance. The experiences of MAL pilot IAs were shared to the participants given the existence and advance state of its policies

formulated. The lessons shared by Mal pilot IAs were taken as inputs in the finalization of the policies of the pilot IAs in Bago.

It was agreed that the policies formulated will be presented in a plenary on day 5 of the workshop and corresponding action plans were also prepared to effect the execution of said policies.

2.3.4 Day Four

Day four was devoted to field visits of successfully managed CIS-IA (Ma-ao) and a vegetable seed garden which has an existing tie-up with a multi-purpose cooperative (Binubuhan Bacong Ilijan Mailum and Ma-ao Cooperative). The visit to Ma-ao IAs gave an opportunity on how a market-driven IA can expand its resources beyond the traditional service of providing irrigation and collection of ISF. The Ma-ao IA has a number of post-harvest facilities and farm implements which are being rented out to members, and in so doing, these facilities provide significant sources of revenue (e.g. floating tiller, trailer, thresher, rice mill, etc.). Ma-ao IA is one of the few IAs that can serve as models for enriching the financial resources of an IA. Ma-ao IA has the organizational arm to execute its plans and programs together with the needed monetary resources.

The rice trading operations of Ma-ao IA also facilitated the understanding of the assembly market, one of the program packages being recommended by the JICA Study Team to enhance the financial strength of the IAs. Participants were apprised of the mechanics of the assembly market as it was being applied in the Ma-ao IA.

The vegetable seed garden, a program being encouraged by the BPI gave an opportunity on how to expand the livelihood activities of IA members. Under this program, the Buenavista CIS-IA, one of the founding members of the cooperative, will source its vegetable seed from the BPI garden to be used by members in planting vegetables as supplementary income. Buenavista CIS-IA is also a cooperative, with both the IA and cooperative having the same set of officers and members of the board.

To expand the commercialization of vegetable gardening, the leader of Mal IA (Labakafia) narrated their experience in a vegetable farming under a tie-up with a private seed grower, the latter providing the required technical assistance to members of the IAs. The experience in Mal is piloted under the concept of farmland management thrust, one of the program packages to improve organizational strength. The forum with the members facilitated the understanding of this concept, as a technical staff of IDD explained it. Positive

responses were elicited from the members of the pilot Bago IAs and other participants from Labangan and Pulangui pilot IAs regarding the applicability of the concept.

2.3.5 Day Five

Day five culminated with the presentation and adoption of the policies on organization, O&M and finance and the execution plan towards the second semester of this year and onwards. Tables 2.10 –2.12 are the policies formulated, while Tables 2.13-2.16 are the action plans.

The updating of the master list emerged as an important activity prior to reorganization. In this respect, the updating procedures were presented, given in Table 2.17. It was the consensus that the pilot IAs would further tackle the procedures through consultations with other members.

Positive response was elicited from the local agencies insofar as providing assistance to the IAs.

2.4. Lessons Learned

- (1) Intensive ground working with leaders and members is very essential to getting the proper mix of inputs prior to conduct of any action planning exercises. The experience in San Fabian NIS has demonstrated this event given the crafting of meaningful and well conceived policies on organization, O&M and finance for the pilot IAs in said irrigation system. The delayed preparatory works conducted in Bago NIS, although the reasons are beyond control, would have to be compensated with additional legwork and consultations among leaders and members alike to produce at par outputs as in San Fabian.
- (2) The enthusiasm displayed by leaders and members to correct the basic issues affecting their organizations is again a manifestation of willingness and commitment to strengthen the IAs. This was made possible through deeper understanding among the IAs of the possible outcomes of the consultation process. Thus, clarity in the specification of the objectives could significantly accelerate the process of strengthening.
- (3) Site visits to successfully operated farms and well-managed IAs are practical venues for adopting worthwhile projects. The positive responses elicited from members of the pilot IAs through the site visits conducted can accelerate actual realization of new concepts of enhancing the organizational and financial resources of the IAs.

2.5 Post-Action Plan, 2003-2004 and after

The post-action plan given in Table 2.18 was prepared to continue the JICA efforts being initiated under the preparatory works. The detailed activities are provided with cost estimates to permit programming and budgeting of essential funds. Given the on-going institutional works being done in Bago RIS through the JBIC assistance, the funding of the activities in the post action plan is proposed to come from the allocation for institutional strengthening amounting to about Php 4 million. Exploratory discussions were made between the JICA Study Team and the Bago Project Management Office to consider the funding and integration of the activities in the post-action plan to accelerate the institutional strengthening of the pilot IAs.

Table 1.1 San Fabian Action Workshop Schedule

<p>Scientific IA, San Juan Babasit IA, BGM IA & Apacembulo IA)</p>	
<p>Day 1 – May 5, 2003 (Opening Seminar Workshop) Leisure Coast Resort, Bonuan Binloc, Dagupan City, Phils.</p>	<p>(con't. of Day 4)</p>
<p>PROGRAMME OF ACTIVITIES</p> <p>PART I</p> <p>8:00 AM – 9:00 AM : Arrival and Registration of Participants</p> <p>9:00 AM – 10:00 AM : Opening Program</p> <ul style="list-style-type: none"> ▶ Invocation Domingo Pascua Scientific Farming IA ▶ Phil. National Anthem Conchita Rosario JICA Field Assistant ▶ Welcome Address MR. LEODENCIO I. BARAQUIO Regional Irrigation Manager NIA-Region 1 ▶ Intro. of participants MR. RENATO P. MILLAN Superintendent – San Fabian RIS <p>PART II</p> <p>10:00 AM – 10:30 AM : Presentation of Workshop Rationale and Objectives MR. RENATO S. GAMBOA (NIA-IDD, Div. Manager)</p> <p>10:30 AM – 11:00 AM : Presentation of JICA-NIS IA Strengthening Study Result MR. YUTAKA MURAI (JICA Team Leader)</p> <p>11:00 AM – 12:00 AM : Presentation of Findings and Recommendations by: NIA-IDD and NIA-SMD</p> <ul style="list-style-type: none"> ▶ IA Organization ▶ Operation and Maintenance ▶ Financial <p>12:00 AM – 1:00 PM : Lunch Break</p> <p>1:00 PM – 3:30 PM : Outline Presentation of IA Activities in Pilot IAs of San Fabian and Angat RIS</p> <p style="padding-left: 20px;">: Presentation of Summary on Major Accomplishments of San Fabian Pilot IAs by NIA-IDD</p> <p>3:30 PM – 4:30 PM : Open Forum</p> <p>4:30 PM – 5:00 PM : Closing Program</p> <ul style="list-style-type: none"> ▶ Prayer of Thanksgiving Domingo Pascua Scientific Farming IA ▶ Synthesis & Closing Remarks MR. RENATO S. GAMBOA (NIA-IDD - Division Manager A) 	<p>9:00 AM - 11:45 AM : Business Meeting</p> <ul style="list-style-type: none"> ▶ Call to order ▶ Roll call and declaration of quorum ▶ Reading of previous assembly minutes ▶ Report of IA interim officers ▶ Presentation & approval of Amendments of IA By-Laws ▶ Presentation & approval of IA Policies & Plans ▶ Presentation & confirmation of IA membership ▶ Election of IA officers ▶ Adjournment <p>11:45 AM - 12:00 PM : Closing Program</p> <ul style="list-style-type: none"> ▶ Words of commitment from newly elected IA officers ▶ Closing Prayer <p>IA Federation Representative Assembly</p> <p>1:00 PM - 1:30 PM : Opening Program</p> <ul style="list-style-type: none"> ▶ Invocation by : Jose Valelo, Federation Vice-Pres. ▶ Philippine National Anthem ▶ Welcome Address by : Samuel Abaoag, Federation - Pres. <p>1:30 PM - 3:30 PM : Presentation & Approval of IA Federation By-Laws</p> <p>3:30 PM - 4:30 PM : Election of IA Federation Officers & Formation of the different Standing Committee</p> <p>4:30 PM - 5:00 PM : Firming up of assembly recommendations and action plans</p> <p>5:00 PM - 5:15 PM : Closing Program</p>
<p>Day 2 – May 6, 2003 (Confirmation of IA Activities) Barangay Lobong High School, San Jacinto, Pangasinan</p>	<p>Day 5 - May 9, 2003 (Closing Seminar Workshop) Leisure Coast Resort, Binloc, Dagupan City</p>
<p>SCHEDULE OF ACTIVITIES</p> <p>7:00 AM – 8:15 AM : Arrival and Registration of Participants by: IA Secretary & Workshop Group Formation</p> <p>8:15 AM – 8:30 AM : Introductory Activities by: Group Facilitators</p> <ul style="list-style-type: none"> ▶ Acquaintance of Participants ▶ Workshop Objectives and Schedule <p>8:30 AM - 9:00 AM : Workshop Groupings</p> <p>9:00 AM – 10:00 AM : Outline presentation of workshop topics & workshop mechanics</p> <ul style="list-style-type: none"> ▶ Master list updating ▶ Membership Expansion & Development ▶ Operation & maintenance policies and plans ▶ IA By-Laws & Organizational Structure ▶ Capital Build-Up scheme & Records and Documentation <p>10:00 AM – 12:00 AM : Group Workshop per IA (San Fabian & Angat Pilot IAs)</p> <ul style="list-style-type: none"> ▶ Facilitators will be assigned per IA per topic <p>12:00 AM – 1:00 PM : Lunch Break</p> <p>1:00 PM – 3:00 PM : Continuation of Group Workshops</p> <p>3:00 PM – 4:30 PM : Group Reporting per Pilot IAs by: IA Officers</p> <p>4:30 PM – 5:00 PM : Open Forum & Synthesis by: IA Facilitators</p> <p>7:00 PM : Reflection – Sharing of Angat IAs by: Dr. Ed Mendoza</p>	<p>PROGRAMME OF ACTIVITIES</p> <p>PART I</p> <p>8:00 AM - 9:00 AM : Arrival and Registration of Participants</p> <p>9:00 AM - 9:15 AM : Introduction of Participants by: Renato P. Millan IS, San Fabian RIS</p> <p>9:15 AM - 9:30 AM : Program Orientation by Renato S. Gamboa NIA-IDD - Division Manager</p> <p>9:30 AM - 10:15 AM : Outline Presentation of IA Workshop Results</p> <ul style="list-style-type: none"> ▶ IA Assemblies by: Samuel Abaoag, Pres. Apacembulo ▶ Bayanihan by: Jose Valelo, Pres. Scientific Farming ▶ Results of De-clogging & Desilting Works by: Edgar Gotgotao <p>10:15 AM - 10:30 AM : Break</p> <p>10:30 AM - 11:00 AM : Presentation of Findings in Master List Updating by: Bayani Ofrecio, NIA - IDD</p> <p>11:00 AM - 11:30 AM : Presentation of Consolidated IA Policy and Plans (I)</p> <ul style="list-style-type: none"> ▶ Membership Policy and Plan by: Calixto Quiros, Secretary, BGM IA ▶ Operation and Maintenance by: Jose Valelo, Pres., Scientific Farming IA <p>12:00 PM - 1:00 PM : Lunch Break</p> <p>1:00 PM - 1:45 PM : Presentation of Consolidated IA Policy and Plans (II)</p> <ul style="list-style-type: none"> ▶ IA By-Laws and Organizational Structure by: Crisanto Sinen, Pres., San Juan Babasit IA ▶ Capital Build-Up by: Crisanto Sinen, Pres., San Juan Babasit IA <p>1:45 PM - 3:15 PM : Presentation of Action Plan by: San Fabian and Angat Pilot IAs San Fabian Non-Pilot IAs</p> <p>3:15 PM - 3:30 PM : Break</p> <p>3:30 PM - 4:00 PM : Response from the different Government Line Agencies</p> <p>4:00 PM - 5:00 PM : Closing Program</p> <ul style="list-style-type: none"> ▶ Invocation Jose Valelo, Vice-Pres., Federation ▶ Phil. National Anthem IA Officer ▶ Welcome Message Leodencio I. Baraqui RIM - NIA-Region 1 ▶ Introduction of the Guest Speakers Renato S. Gamboa Div. Mgr. NIA-IDD ▶ Message Orlando V. Soriano NCIA President ▶ Induction Ceremony ▶ Impressions : IA Leader - Pacifico Dimla, Angat Pilot IA IA Leader - Reynaldo Calanno, Non-Pilot IA IA Leader - Samuel Abaoag, Pilot IA ▶ Closing Remarks Avelino M. Mejia Department Manager, NIA-IDD
<p>Day 3 – May 7, 2003 (Bayanihan Works)</p> <p><i>Target Activity:</i></p> <p>De-silting of the San Jacinto side main canal (MCJ) at the San Fabian RIS.</p> <p><i>Conduct of the activity:</i></p> <p>Bayanihan activities will be done by the four IAs under the supervision and management of the interim IA Federation officers. Farmer-members of the four (4) IAs will be mobilized to support the de-clogging and de-silting works for the whole day. Workshop participants from other invited IAs will join in a particular work area and join the activity of the local farmers.</p>	
<p>Day 4 – May 8, 2003 (IA's General Assembly Day) Scientific IA, San Juan Babasit IA, BGM IA & Apacembulo IA Barangay Lobong High School, San Jacinto, Pangasinan</p>	
<p>SCHEDULE OF ACTIVITIES</p> <p>PART I</p> <p>8:00 AM – 8:30 AM : Arrival and Registration of Participants</p> <p>8:30 AM – 9:00 AM : Opening Program</p> <ul style="list-style-type: none"> ▶ Invocation ▶ Phil. National Anthem ▶ Introduction of participants ▶ Presentation of schedule & mechanic 	

Table 1.2 List of Participants

San Fabian RIS

Group Name	No. of Participants				
	Day 1 Action Workshop (May 5)	Day 2 Group Workshop (May 6)	Day 3 Bayanihan Work (May 7)	Day 4 IA Assembly (May 8)	Day 5 Closing Seminar Workshop (May 9)
San Fabian Pilot IAs					
Scientific Farming IA	12	31	32	17	10
BGM IA	8	5	11	14	8
San Juan Babasit IA	7	18	17	24	8
Apacembulo IA	8	24	16	21	6
FIA Assembly	-	-	-	51	-
San Fabian Non-Pilot IAs	2	2	-		12
Angat Pilot IAs	10	8	8	8	
NIA					
Central Office	3	3	3	3	3
Regional Office	5	3	3	3	11
NISO	8	2			
Line Agency	8	-	-		7
Local Consultants	3	1	1	1	2
JICA Study Team	6	6	6	6	6
Total	80	103	89	140	70

Table 1.3 Findings and Recommendations on San Fabian Pilot IAs

Core Problems	Immediate Causes	Recommendations
Organizational Aspect		
The IAs are basically non-functional	<ul style="list-style-type: none"> - Absence of organizational plans and programs, policies, rules and regulations - Organizational roles and responsibilities are unclear for the IA officers and leaders - More members are inactive (70-85%) - More than 50% of farmers in the area are not IA members - IAs have poor record system 	<ul style="list-style-type: none"> A. Building Productive IAs <ul style="list-style-type: none"> - Intensify recruitment of non-IA members - Train members and the new recruits focusing on their roles and responsibilities as members. - Review the IA by-laws and effect necessary amendments. - Conduct regular and General Assembly and BOD meetings - Conduct regular dialogue with NIA to resolve problems and issues in Type I and II Contracts B. Installing Management IAs <ul style="list-style-type: none"> - Reorganize the IA by encouraging potential leaders to join - Re-activate/create working committees and elect or appoint competent members. - Request NIA and other agencies for necessary training to enhance IA skills and capabilities in program planning, policy formulation and implementation - Establishment of and regular updating of IA records and filling system. - Organize a San Jacinto-Manaoag IAs coordination council/federation - Formulate IA mission, vision and goals.
Operation and Maintenance Aspect		
Low cropping intensity and Low farm income	<ul style="list-style-type: none"> - Inequitable and inadequate supply of irrigation water - Water delivery and distribution schedules are not followed by the IAs. - Less than 50% of farmers attend maintenance activities such as canal clearing - Destroyed/damaged irrigations structures and facilities (silted, clogged, slippage, low embankment, stolen steel gates/head gates 	<ul style="list-style-type: none"> A. Formulating Rational O&M Policy and Plans <ul style="list-style-type: none"> - With NIA's assistance, conduct inter-IA coordination meetings to establish policies on cropping calendar and pattern of planting, water delivery and distribution and irrigation facilities repair and maintenance - Request relevant agencies for appropriate training on modern farming technology. B. Implementing Effective O&M <ul style="list-style-type: none"> - Closure of unauthorized turnouts and demolition of illegal structures along the irrigation systems' facilities and structures - Repair and maintenance of steel / head gates for efficient water flow regulation and control - Strict monitoring by NIA and IAs of the implementation of agreed O&M plans and policies - Perform regular maintenance/de-clogging of the barrel that diverts water from Bued River to the San Jacinto-Manaoag areas - Coordinate with NIA and LGUs on imposition of sanctions on water theft, illegal dumping of waste and squatting along the canals - Request for assistance from concerned government agencies for installation of wells in the areas with serious water scarcity.
Financial Aspect		
IAs are not financially viable	<ul style="list-style-type: none"> - Limited sources of income and capital build-up - Absence of income-generating plans and programs - Poor collection system of membership dues. - Collection strategy, systems and procedures are not clearly defined by IA with members. - Low ISF collection performance of IA and NIA (10-27%) 	<ul style="list-style-type: none"> - Regularize collection of membership dues and impose sanctions on delinquent members. - Strategize for an efficient ISF collection with NIA & coordinate with LGUs on the imposition of sanctions to delinquents. - Formulate and implement plans for income generating project and capital build-up schemes. - Request other line agencies and NGOs to assist IA in developing IA investment plans for livelihood, credit and marketing. - Request NIA and other agencies for training on financial management, bookkeeping and auditing procedures for the IA - Establish an effective and efficient financial recording system

Table 1.4 Scientific Farming Irrigators Association

IA STRENGTHENING ACTIVITY REPORT (January to April 2003)

I. IA Profile

Date Registered	:	April 20, 1992
Registered	:	Securities and Exchange Commission
Area of Operation	:	Four (4) Barangays
Service Area	:	380 (ha)
No. of Farmer-Cultivators	:	418
No. of Original Members	:	218
IA President	:	Mr. Jose Valelo

II. Critical Activities Conducted

Period Covered/ Date	Activities Conducted	Outputs/Results	Issues & Problems Encountered	Future Activities
January				
29-30	Assisted JICA in house-to-house visitation of farmers.	Old IA leaders are mobilized and new leaders identified.	Low participation of leaders and farmers.	Expand invitation to other farmers to support IA activities.
February				
6-7	Farmers dialogue at TSA level.	Validation & updating of farmers master list. Identified potential TSA leaders.	Limited information of farmers. Low attendance of farmers during meeting.	Conduct of farmers meeting at the field level. (small group meetings)
2	Attend Inter-IA Dialogue	O&M issues are discussed and the preparation of the Bayanihan activities.	Few farmers are aware of the O&M policies.	Information dissemination of O&M policies & plans.
3-4	Facilitated preparation of bayanihan activity at the field level.	TSA leaders supported the preparations of the bayanihan work.	Less participation of farmers.	Imposition of O&M policy on fines & penalties.
5	Attended Bayanihan work at the Midstream areas.	IA level bayanihan work was scheduled.	No heavy equipment for de-silting.	Coordinate with NIA.
12-14	TSA level assembly meetings.	TSA leaders are identified, elected and organized.	Less attendance of farmers during meetings.	Conduct regular meeting with farmers.
20-25	Listing of actual farmers per TSA by the TSA leaders.	List of farmers per TSA	Limited information of farmers.	Regular updating of farmers master list at TSA level.
26-27	Conducted TSA Group consultation	TSA Group leaders are elected.	TSA Group leaders functions not clearly defined.	Delineation of TSA & TSA Group task & functions.
March				
1 st & 2 nd week	TSA & TSA Group meetings & walkthrough of IA leaders.	Confirmation of TSA & TSA Group area boundaries.	Existing of UTOs.	TSA leader to identify UTOs & TSA Group leaders to recommend to close or to legalize the additional TOs.
17	Inter-TSAG Assembly	Interim IA officers elected.	Not all TSA are represented.	Conduct regular IA Assembly to elect the IA officers.
19	Review of IA By-Laws	Prepared new By-Laws	Original IA by-Laws was not available.	Look for the IA By-Laws if not formulate new IA By-Laws.
20-21	Formulation of the IA Vision, Mission & Goals.	Formulated Vision, Mission & Goals	Technical limitation in formulation.	Attend formal trainings.
	Formulation of SWOT analysis.	Analysis conducted.		
	Formulation of the membership policy	Membership policy prepared.	Not yet presented to all members.	Membership meeting.
	Formulation of CBU policy	CBU policy prepared	Not yet presented to all members.	Membership meeting.
25-27	Membership meetings & recruitment.	Distributed membership forms.	Farmers hesitant to become member	Conduct membership orientation sem
April				
2	Attend Federation Assembly	IA President elected as Vice -President of the Federation and IA Treasurer is elected as Federation Auditor.	No BOD resolution to become Federation member.	Prepare BOD resolution. Attend regular meetings of Federation. Support O&M implementation of Federation.
3	First formal BOD meeting conducted	Acted issues and problems of IA.	Meeting not formally managed.	Parliamentary procedures training & observance.
10-11	Attend Systems Management Workshop of NIA.	Refinement of O&M policies & plans.	O&M policies & plans not yet thoroughly disseminated to farmer-members.	Information dissemination of O&M policies.
11	Attend IA-NISO O&M meeting.	De-clogging plan discussed.	Less participation of farmers in bayanihan works.	Conduct massive information of the need of the bayanihan works.
12	Visitation of members.	Organization of work groups for bayanihan.	Less participation of farmers in bayanihan works.	Implementation of O&M fines & penalties.
21-25	Organization & monitoring of bayanihan groups operations.	Mobilization of 15-20 farmers to support the bayanihan works.	Unclear arrangement of financial assistance from NISO.	NISO to meet the farmers for proper explanation.
24	Attend O&M Conference with San Fabian IAs at NISO	O&M arrangement in WDD is established.	NISO implementation.	Regular consultation with NISO. Water discharge monitoring of NISO
25	Executive Committee Meeting	All officers are present during the meeting.		Follow-up participants for action workshops.

Table 1.5 Apacembulo Irrigators Association

IA STRENGTHENING ACTIVITY REPORT (January to April 2003)

I. IA Profile

Registration	:	Not yet Registered
Area of Operation	:	Barangay Lobong & San Juan
Service Area	:	(For segregation from SJBIA & SFIA)
No. of Farmers-Cultivators	:	
No. of Original Members	:	
Interim IA President	:	Mr. Samuel Abaoag

II. Critical Activities Conducted

Period Covered/ Date	Activities Conducted	Outputs/Results	Issues & Problems Encountered	Future Activities
January				
	Farmers meeting at Barangay Lobong	Basis for organizing a new IA was established.	Recognition of NIA of its existence.	Invite NIA to assist the organizing process.
	Farmers Assembly	Elected interim IA officers.	IA By-Laws provisions not followed.	Formulation of IA By-Laws.
	Coordination with other IAs in the San Jacinto areas.	Proposal for the formation of a Federation type of IA.	Technical assistance in Federation organizing activities.	Coordination & consultation with other IA leaders.
	Farmers meeting at the TSA level.	Orientation of farmers of the new IA objectives & purpose.	TSA level unorganized.	TSA leader election.
February				
	Initiate inter-IA dialogue.	O&M issues are discussed & policies & plans are formulated.	Policy implementation.	Regular coordination meeting of all IA officers.
	Bayanihan activities of IA (weakly)	Clearing and cleaning of canals is maintained.	Participation of farmers is not 100%	Officers set as good examples. Improvement of bayanihan activity plan.
	Attended and supported Bayanihan activity supported by JICA. (First Federation level bayanihan work)	Cleaning of the main canal. 60 farmers attended the bayanihan work.	Area assignment is not clearly arranged among the four (4) IAs.	Encouraged regular area of assignment for maintenance work in the main canal.
	TSA level assembly.	TSA leaders identified & elected	UTO leaders.	TO evaluation & recommendations must be formulated
	Attend O&M assessment & planning workshop	O&M problems identified and policy & plans formulated.	O&M policy approval with all the IA officers & members.	Refinement of O&M policy & policy dissemination to farmers.
	Assisted JICA Field Assistant in master list validation.	Identified LO & actual farmer-cultivators.	Incomplete information.	Maximize role of TSA leaders.
March				
	TSA Group formation.	Organized three (3) TSA Groups. Formation of fifteen (15) TSA groupings with thirteen (13) leaders.	Organizational structure not yet finalized.	Defined functions of TSA, TSA Groups, IA BOD, Executive Committee and Standing Committees.
	TSA & TSAG meetings & Assembly	List of farmers per TSA prepared by TSA leaders.	Incomplete list.	Generation of more information of LO & Actual-farmers.
	Field inspection of TSA boundaries.	Confirmation of TSA / TSA Groupings area boundaries	UTOs	Legalization or closure.
	Formulation of IA By-Laws	By-Laws provisions discussed. CBU policy formulated.	IA Registration processing. No final draft of IA By-Laws	Preparation of the IA By-Laws & process application with the office of the SEC.
	Attend workshop on Visioning with JICA	Formulated SWOT, Vision, Mission & Goals	Limited skills in planning	Request NIA-JICA for assistance.
April				
	Membership recruitment.	Distribution of IA membership forms to 100 farmers.	IA membership policy not yet approved by the assembly. Education committee not yet organized.	Finalization of membership policy; Collection of membership forms from farmers; Review & processing of membership application of farmers.
	Attend Federation Assembly Meeting	IA President was elected as the Federation President.	Not yet registered with SEC.	Process the registration papers; Seek assistance of NIA.
	Attend Systems wide O&M planning workshop with NIA.	O&M policy and plans was improved.	Low participation of officers in the workshop planning	Presentation & approval of O&M policy & plans to all farmer-members. Strict implementation of policy on meetings & attendance.
	Attend O&M Conference of San Fabian RIS at the NISO office.	Established arrangement with San Fabian IAs on WDD.	NISO implementation of WDD schedule.	Regular attendance in O&M conference to protect the interest of the IA.
	Executive Committee meeting	Acted issues & problems accordingly.	Regular Meeting schedule is not yet set.	Regularization of Executive Committee meeting.
	Attend Federation meetings.	Participated in the discussion & action planning.	Meeting is often time is emergency (no regular schedule yet)	Set for standard schedule of meetings from TSA, TSA Group, IA BOD, Executive Committee, Standing Committees.

Table 1.6 BGM Irrigators Association

IA STRENGTHENING ACTIVITY REPORT (January to April 2003)

I. IA Profile

Date Registered	:	November 27, 1987
Registered	:	Securities and Exchange Commission
Area of Operation	:	3 Barangays
Service Area	:	200 (ha)
No. of Farmers-Cultivators	:	120
No. of Original Members	:	60
IA President	:	Mr. Jose Delfin

II. Critical Activities Conducted

Period Covered/ Date	Activities Conducted	Outputs/Results	Issues & Problems Encountered	Future Activities
January				
30	Accompanied JICA Field Assistant in house-to-house visitation with old IA officers.	IA strengthening purpose was presented to the IA leaders.	Only few leaders committed to support the activities.	Re-organization of the IA leadership.
February				
1-9	Facilitated consultation & dialogue meetings at the TSA level.	Identification & listing of actual farmer-cultivators. Meeting of potential TSA leaders.	Majority of farmers are hesitant to attend during meetings.	Regularize meetings with farmers by the IA officers.
2	Attend Inter-IA Dialogue meeting.	O&M issues are discussed & resolutions were formulated. Few members are motivated at the end of the day.	WDD schedule is not favorable for the IA officers. Fines & Penalties is too much for the IA.	O&M planning workshop with the farmers. Discuss & approve policies on Fines & Penalties
5	Attended and supported Bayanihan activity.	Mobilization of 13 farmer-members.	Few attendance of farmers.	Conduct regular bayanihan activity at the IA level.
10, 12, 13	TSA level farmers meeting/assembly	TSA leaders are identified & elected by farmers.	More than 50% of farmers are not yet participating.	Conduct O&M orientation at the farmers level.
18-20	Attended O&M assessment & planning workshop with NIA.	Issues & problems in O&M are thoroughly discussed with other IAs. Offered by the Federation to be the first area to receive water.	Hesitant to be the first area to receive water.	More explanation to IA leaders on WDD & cropping calendar. Provide more suggestion in O&M planning & policy implementation.
21-23	Conducted actual listing of farmers at TSA level by the TSA leaders.	Prepared list of actual farmers per TSA.	Not all farmers are listed by the TSA leader.	Review list & validate with the master list.
March				
2	TSA Group Assembly Meetings (2 TSA Groupings)	TSA Group officers are elected. TSA area boundaries established.	TSA & TSA Group task & functions is not very clear to the officers.	Conduct orientation seminar on TSA & IA organization & officer task & functions.
6-8	Field assessment of IA leaders. (walkthrough)	TSA/TSAG groupings confirmed.	San Juan Babasit change the area to BGM.	Confirmation of the area boundaries with the NIA.
18	Inter-TSAG Assembly	Organization of the IA interim officers	Not all TSA leaders attended.	To elect new TSA leaders.
19	Conduct review of the IA By-Laws	Prepared new By-Laws	Original By-Laws not available.	To look the original copy of the IA By-Laws for review
20-21	Attend IA strategic planning workshop.	Formulated Vision, Mission & Goals. Established SWOT analysis. CBU policy formulated.	Low attendance of officers during workshop. (3 out 5)	Presentation & discussion of IA Vision, Mission & Goals, SWOT analysis & CBU policy with officers & members of IA.
24-25	Meeting with potential members & distribution of membership application form.	Distributed 100 membership forms.	Farmers are hesitant to fill up the forms. CBU is very high for farmers to pay.	Review & finalize Membership policy and CBU policy of IA.
April				
2	Attended Federation Assembly Meeting	BGM Secretary elected as the Federation secretary.	Membership Fee & Annual Dues.	Discussion & approval with IA BOD. Prepare BOD resolution to become member of the Federation.
4	First BOD meeting.	IA officers finalized composition of the committees. Policy & Plans are discussed. Prepared action plan for the next months.	Low attendance.	Regularization of the BOD meeting. Fines and penalties for absences of meetings must be formulated & implemented.
10-11	Attend Systems Management Workshop with NIA.	O&M policy was improved.	Low attendance of the officers during the workshop.	Disseminate the O&M policy & plans to the farmers.
11	Attend and participated meeting with NISO	De-clogging & de-silting plan was discussed.	Funds is very limited to finance the maintenance work. Farmers are misinformed.	Set regular schedule of bayanihan to clean the canal. NISO to explain to farmers of the financial conditions of the de-clogging & de-silting work.
12-13	Information dissemination to farmers of the incoming de-clogging & de-silting	Farmers commit to work for the de-clogging & de-silting work (2 days work for bayanihan)	Farmers can not manage the work with out financial assistance from outside support	Regularize de-clogging & de-silting work for effective flow of water to San Jacinto areas.
21-25	Mobilization & supervision of the de-clogging & de-silting work.	Seventeen (17) farmers are mobilized.	Misinformation of the financial budget of NISO.	NISO to explain to farmers of the situation.
24	Attend O&M conference with the San Fabian IAs at the NISO office.	O&M arrangement was formulated & understood.	WDD system of NISO not clearly understood by IA.	Conduct regular conference with NISO & clarify issues for proper coordination.
25	Executive Committee Meeting with JICA & NIA	Review of the IA Vision, Mission & Goals. Discussion of the Action workshop preparations.	Low moral members because of misinformation on the de-clogging / de-silting project.	NISO to explain to farmers of the project situation (financial status) of the de-clogging work.
25	Attend Federation Executive Committee Meeting	Preparation for the action workshop & the de-clogging/de-silting work was discussed.	Proper explanation of NISO of the de-clogging & de-silting work adjustment.	Request NISO to have a meeting with the IA members to explain the de-clogging & de-silting work.
May 2	Attend Federation meeting with JICA	Preparatory works for action workshop was discussed.	IA participation of the workshop.	Follow-up member participation for the action workshop activities.

Table 1.7 San Juan Babasit Irrigators Association

IA STRENGTHENING ACTIVITY REPORT (January to April 2003)

I. IA Profile

Date Registered	:	November 27, 1986
Registered	:	Securities and Exchange Commission
Area of Operation	:	San Juan, Babasit & Sta. Maria
Service Area	:	274 (ha)
No. of Farmer-Cultivators	:	150
No. of Original Members	:	90
IA President	:	Mr. Crisanto Sinen

II. Critical Activities Conducted

Period Covered/ Date	Activities Conducted	Outputs/Results	Issues & Problems Encountered	Future Activities
January				
29-30	Discussion with JICA Field Assistant.	Provided data of the status of the IA organization and the situation of water supply.	Can not provide all the information due to limited records and files of IA.	Updating of IA records and set up recording system of the IA secretary.
	Visitation of farmers & scheduled dialogue meeting.	Informed farmers for dialogue meeting with JICA.	Farmers are hesitant to attend due to poor water delivery.	Conduct information of the new O&M policy of IA.
February				
1 st week	Conducted farmers dialogue meetings at the TSA level with JICA Field assistant.	Discussed with old IA officers & identified potential leaders & members.	Farmers not cooperative.	Regular TSA meeting to discuss water management & IA activities.
2	Attended Inter-IA Dialogue	Presented IA O&M issues & problems at the downstream area.	Fines & Penalties are not acceptable to the majority of the farmers.	Conduct O&M policy discussion with farmer-members.
3-4	House-to-house visitation	Informed farmers of the Bayanihan activity.	Members are living far from each other (6 barangays)	Set up communication system.
5	Attend & Support Bayanihan Activity (Canal Cleaning)	Mobilization of 15 farmers during Bayanihan day.	Limited tools for cleaning works.	Regularize canal clearing & designate specific area of assignment per TSA.
2 nd week	Organized TSA level meetings & dialogue	TSA leaders are identified and elected by farmers.	Few attendance of farmers during TSA meetings.	Expand TSA membership to all actual farmers.
3 rd week	Survey & listing of actual farmers in TSA level by TSA leaders.	Prepared initial listing of farmers per TSA	Some TSA leaders are not familiar with the names of actual farmers.	Conduct actual field survey during the water delivery period.
18-20	Attend O&M assessment & planning workshop	Understanding of O&M purpose & activities is developed by the participants.	Participants are hesitant to personally explain the O&M policy to other farmers.	Conduct O&M seminar with all actual farmers at the field.
4 th week	Conducted inter-TSA dialogue/meetings.	TSAG are formed & leaders are elected. Three (3) Groupings are formed.	Roles are not clearly understood by the farmers.	Conduct study of the TSA Group task and functions.
March				
1 st & 2 nd week	Conducted TSA Group assembly Meetings.	Organization of the Interim IA officers. Confirmation of TSA/TSAG area boundaries	Difficulty in using the parcellary map. Few farmers are willing to become leaders	Sustain dialogue meetings with farmers.
19	Conducted review of the IA By-Laws	Prepared amendments of By-Laws; Prepared CBU policy of IA.	Provisions in the By-Laws not implemented.	Prepare amended By-Laws & strictly implement. Approval of CBU policy.
20-21	Officers attended workshop on IA Vision, Mission & Goals.	Formulated IA Vision, Mission & Goals & SWOT analysis	Only few officers attended.	Refinement of the IA Vision, Mission & Goals during IA meeting.
24-31	Orientation meetings with farmers of the IA membership form.	Distributed 100 membership application forms. Re-orientation of old members.	Membership policy is not yet approved.	Policy approval during proper IA GA. Collection of membership application forms from members.
April				
2	Attended Federation Assembly Meeting	IA President elected as the Federation Treasurer.	IA BOD Resolution for submission to the Federation.	To be prepared after the proper IA GA this May 8, 2003.
4	First formal BOD meeting	IA officers are oriented of its task and functions.	Some BOD's back out from their leadership positions.	Conduct TSA assembly to elect new leaders.
10-11	Attended Systems Management Workshop with NIA.	Refinement of O&M policy & plan.	To level off all farmers of the O&M policy and plan.	Conduct information dissemination to members.
11	Attended NISO-IA conference for canal clearing plan.	Agreed to conduct bayanihan for 2 days and labor contract.	Funds is still negotiated.	Mobilization of farmer-members to support the de-silting works.
21-25	Mobilization & supervision of farmer-members for de-clogging and de-silting works.	17 farmer-members attended the de-clogging & de-silting works.	Lack of supervision of NISO of the work. Funds from NISO is not available.	Meeting with NISO and discuss proper arrangement of the de-clogging & de-silting works.
24	Attended dialogue meeting with the San Fabian IAs at the NISO office.	Formulated WDD agreement.	How to accurately divide the water supply.	NISO to orient the farmers of water delivery distribution system.
25	IA Executive Committee Meeting	Review of the Vision, Mission & Goals & discussed preparatory activities for the workshop.	Officers were discouraged to support the de-clogging work.	Call NISO during the next meeting for some explanation to the farmers.

Table 1.8 General IA Membership Policies (1/2)

**GENERAL IA MEMBERSHIP POLICIES of the
Member IAs of
B-MAGS Federation of San Jacinto – Manaoag IAs, Inc.**

Membership Policies:

1. Qualification for membership – Membership shall be open to any person of legal age, Filipino citizen, **who is an actual cultivator of agricultural land**..... (Article II – Membership of the IA By-Laws)

2. IA membership is a requirement: *to all farmers who are actual cultivators of irrigated lands within the San Fabian RIS to avail of water service from the irrigation system.*

3. Criteria in the selection of TSA/TSAG/IA Leaders as defined:

1. *Must be a resident within the service area or its immediate vicinity.*
2. *Has the willingness and time to serve.*
3. *Is respected and well known in the community.*
4. *Can communicate effectively*
5. *Able to share personal resources to support the IA activities & objectives.*
6. *Trainable (has leadership and managerial potentials)*
7. *Must be able to read and write.*

4. Membership Requirements:

1. Farmer-applicant must submit membership application form (prescribed form) to IA Board of Directors through the IA Secretary for proper evaluation and must be subjected to the approval of the IA Board of Directors.
2. Farmer must pay membership fee and Annual Dues to the IA:

Name of IA	Membership Fee	Annual Dues
Scientific Farming IA	P 50	P 50/Member
San Juan Babasit IA	P 30	P 50/Member
BGM IA	P 20	P 30/Member
APACENBULO IA	P 30	P 40/Member

3. Farmer must undergo an IA Orientation seminar as a requirement prior to approval of membership application by the IA Board of Directors.
4. An official notice of approval of the IA Board of Directors must be given to the farmer-applicants.
5. Member In good standing – a member in good standing is one who complies with all the duties of member set forth in the by-laws and the terms and conditions of the Membership Agreement. MIGS member will be considered priority in IA services and assistance.

5. Target Number of Membership in the Reorganization of IA:

Name of IA	Target No. of members for the first six months of year 2003	Actual No. of Members
Scientific Farming IA	200	151
San Juan Babasit IA	100	77
BGM IA	100	61
APACENBULO IA	100	92

Table 1.8 General IA Membership Policies (2/2)

Membership, Education and Training Plan
(May to December 2003)

I. How to recruit members:

Target Activities	Timeframe/Schedule	Responsible Person/Committee	Resources Needed/Budget
1. Conduct house-to-house visitation to potential farmers.	May 10-30	TSA Leaders	Transportation Budget
2. Collection and process membership application from members.	May 10- 30	TSA Leaders, IA Secretary, Membership Committee & BOD	Transportation Budget
3. Conduct farmer's orientation at the TSA level.	Weekly	Membership Committee	Transportation Budget, supplies, materials & membership forms
4. Conduct BOD meeting to review and approve membership applications.	June 2 nd week	BOD	Transportation Budget, Venue
5. Develop policy for better support services to members than non-members. (water use, ISF, livelihood)	May-June	BOD	Venue, supplies & materials

2. Education and Training Plan for the Year (June to December 2003)

Training Needs (Self Assessment)	Type of Training to be conducted	Timeframe (Month No.)				Resources Needed	Responsible Agency
		SJB	BG	AP	SF		
1. Can not mobilize majority of members to support IA activities.	Leadership Training	8	6	7	7	Facilitators, supplies & materials, food & venue	NIA
2. Not technically familiar with the cropping calendar and WDD planning.	O&M Planning	7	9	9	8	Facilitators, supplies & materials, food & venue	NIA
3. Not familiar with the IA By-Laws.	By-Laws Orientation	8	8	8	8	Facilitators, supplies & materials, food & venue	NIA
4. Limited technology used in rice farming.	Improve rice production technology	6	7	9	No ne	Facilitators, supplies & materials, food & venue	DA, OPAG
5. Do not know how to plan and manage marketing business.	Trading & Marketing Training	10		10		Facilitators, supplies & materials, food & venue	DTI, NFA
6. No fin. Recording & budgeting.	Financial Management	9	9	9	8	Facilitators, supplies & materials & food	DTI, NIA

Table 1.9 O&M Presentation (1/3)

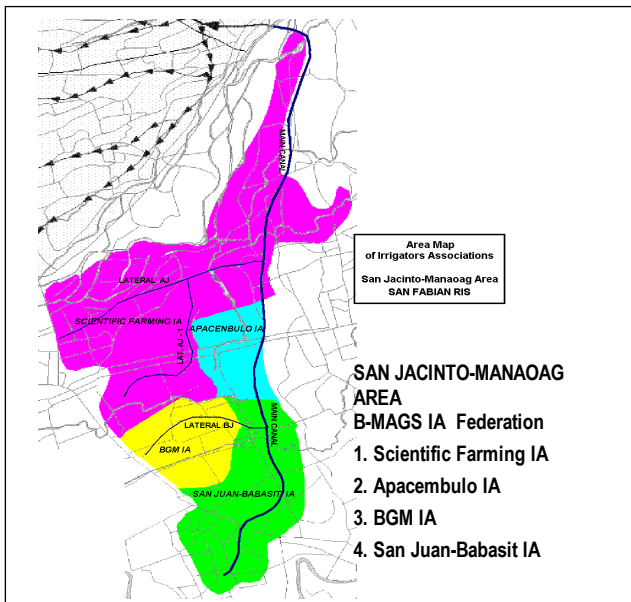
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**OPERATION AND MAINTENANCE (O&M)
POLICIES, O&M PLANS/PROGRAMS, AND O&M
TASKS AND DUTIES**

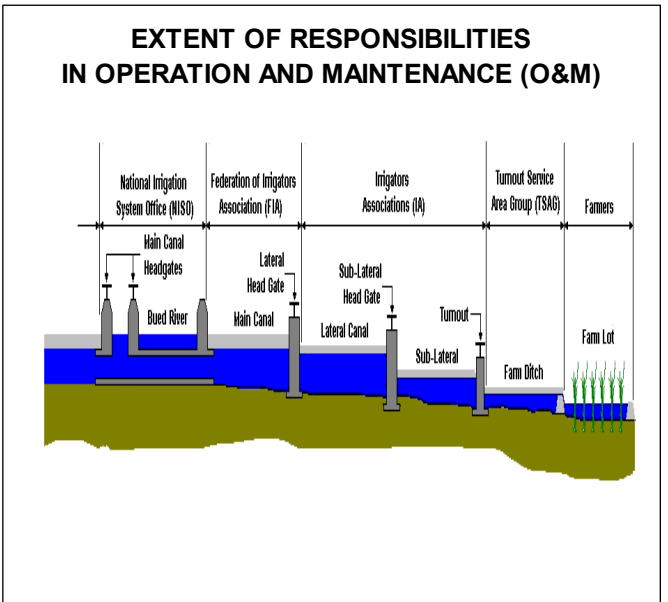
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- PREPARATORY ACTIVITIES UNDERTAKEN ON
OPERATION AND MAINTENANCE (O&M)**
- System Management Review – output is preliminary draft of O&M policies. Attended Potential TSA Leaders from the four (4) Irrigators Associations (IAs). (February 18-19, 2003)
 - System Management Planning Workshop – outputs are improved draft of O&M policies and Federation/IA O&M Plan/Program. Attended by IA Officers of four (4) IAs. (April 10-11, 2003)
 - Action Planning Workshop – outputs are final draft of O&M policies and Federation/IA O&M Plan/Program, and Tasks/Duties on O&M at Federation, IA, TSA and Farmers levels. Attended by Vice-Presidents of Federation/IA, and TSA Representatives. (May 6, 2003).

Slide 3



Slide 4



Slide 5

O & M Component	General Policy
Cropping Calendar and Pattern of Planting	<p>Federation, IAs and TSA shall implement downstream to upstream start of seed sowing and planting at MC, Lateral canals and turnout areas, respectively, both in the Wet and Dry Seasons. (See Cropping Calendar and Pattern of Planting).</p> <p>If the water supply from the source is not enough, the same period of time delays shall be followed in all areas.</p> <p>The farmers must plant short-maturing rice varieties preferably 105 days. For varieties with longer growth duration, seeds sowing must be earlier to ensure that crops are harvested according to schedule.</p>

Slide 6

O & M Component	General Policy
Cropping Calendar and Pattern of Planting (Continuation)	<p>Within a week of seed sowing, the farmers shall submit to the TSA leader farming information: name of famer, rice variety sowed, growth duration of the rice variety, date of seed sowing and the extent of area to be planted. Confirmation of actual area planted be done within a week after completion of transplanting.</p> <p>TSA shall provide penalties and sanctions to members not following cropping calendar and pattern of planting. IA penalize TSAs and Federation penalize IAs.</p>

Table 1.9 O&M Presentation (2/3)

Slide 7

O & M Component	General Policy
Water Delivery and Distribution	<p>Delivery and distribution of irrigation water at Main Canal follow one-week rotational schedule. Time proportion on time for each IA to be based on the proportion of IA's service area.</p> <p>Federation to manage water delivery and distribution at Main Canal and has the authority/ responsibility of operating (closing and opening) the control gates and head gates of Lateral Canals. Opening and closing of turnouts along the Main Canal shall be the responsibility concerned TSA and IA under close monitoring by the Federation.</p>

Slide 8

O & M Component	General Policy
Water Delivery and Distribution (Continuation)	<p>IAs manage water delivery and distribution at Lateral Canals and has the authority/ responsibility on operating the turnout gates and controls of all structures after the Lateral head gate. The IA may delegate the authority/responsibility of operating turnouts to the TSA Leaders. The IA shall implement a downstream to upstream start of irrigation during their schedule.</p> <p>TSA Leaders to manage the water distribution within TSA also following downstream to upstream start scheme.</p> <p>TSA penalize members violating water schedule/scheme within TSA. IA shall penalize TSAs and Federation penalize IAs.</p>

Slide 9

O & M Component	General Policy
Maintenance and Repair	<p>Federation manage maintenance and repair (M&R) works at Main Canal after the MC Head Gate to the Head Gates of the Lateral Canals. IAs to contribute proportionate labor/manpower to Federation's M&R works.</p> <p>IA manage the M&R works at Lateral/Sub-Lateral Canals down to turnout gates. TSAs to contribute proportionate labor/ manpower to IA's M&R works.</p> <p>TSA manage M&R works for farm ditches. Farmers to contribute proportionate labor/manpower.</p> <p>TSA to penalize non-participating members in M&R works. IA shall penalize TSAs and Federation penalize IAs.</p>

Slide 10

O & M Component	General Policy
Irrigation Service Fee (ISF): Related Activities and Collection	<p>Within two (2) weeks after submitting farming information, farmers to be served confirmation/ notice of irrigation service and ISF accounts.</p> <p>Exemptions from payment of ISF to be reported to TSA Leader within a week after occurrence of probable cause of crop failure. Within a week after reporting, the TSA Leader thru IA Treasurer transmit the farmers' request to NIA Field Office.</p> <p>ISF Bills must be served to farmers within two (2) weeks before their harvest. Federation, IAs and TSAs conduct ISF Collection Campaign. Farmers to pay ISF within one (1) after harvest and authorized representative/collector issue official receipts (OR) upon payment. Farmers report to TSA Leader ISF payments made.</p>

Slide 11

O & M Component	General Policy
Irrigation Service Fee (ISF): Related Activities and Collection	<p>TSA penalize members not paying financial obligations. IA shall penalize TSAs and Federation shall penalize IAs.</p> <p>Sharing of financial benefits in the Federation, IA and/or TSA shall be based on the framework of fair and equitable sharing of burdens, efforts and benefits at all levels of the organization (Federation, IA, TSA and farmers).</p> <p>Federation and/or IAs initiate programs for the acquisition of capital build-up (CBU) for benefits of general membership. Federation and/or IAs shall manage the utilization of its funds appropriately/transparently.</p>

Slide 12

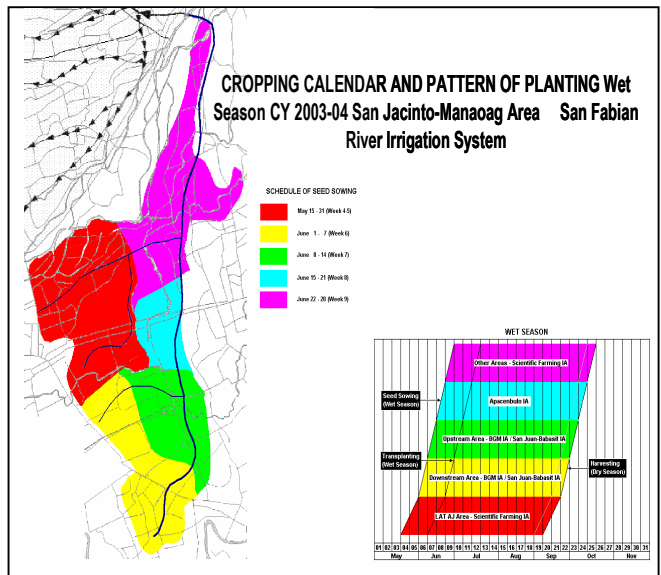
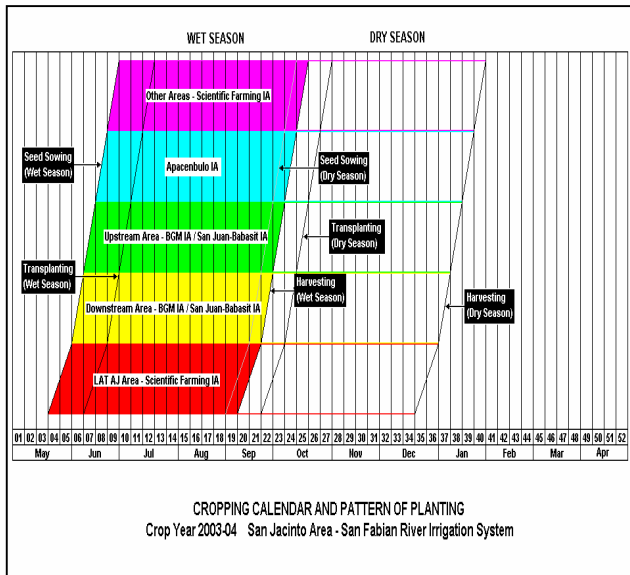


Table 1.9 O&M Presentation (3/3)

Slide 13



Slide 14

TASKS AND DUTIES IN OPERATION AND MAINTENANCE (O&M)			
Level	Pre-Irrigation	Irrigation	Post-Irrigation
Federation	<p>Prepare O&M Plans/Programs at Federation Level</p> <p>Supervise the Federation's O&M Plan information campaign</p> <p>Plan, supervise and mobilize labor for the pre-irrigation maintenance and repair works at the Main Canal.</p>	<p>Implement O&M Plan at MC level</p> <p>Supervise adjustment (opening /closing) of control gates at Main Canals and Lateral head gates</p> <p>Supervise operation patrols along Main Canal</p> <p>Supervise data monitoring at IA level</p> <p>Supervise and mobilize labor for the in-season maintenance and repair works at the Main Canal.</p>	<p>Gather O&M performance information from IA</p> <p>Undertake analysis of O&M performance</p>

Slide 15

Level	Pre-Irrigation	Irrigation	Post-Irrigation
Irrigators Associations	<p>Prepare O&M Plans/Programs at IA level</p> <p>Supervise of IA's O&M Plan information campaign</p> <p>Plan, supervise and mobilize labor for the pre-irrigation maintenance and repair works at Lateral Canals.</p>	<p>Implement O&M Plan at Lateral Canal level</p> <p>Supervise adjustment (opening and closing) of control gates at along the Lateral Canals and turnouts</p> <p>Supervise operation patrols along the Lateral Canal</p> <p>Supervise data monitoring at IA level/Submit required data to Federation level</p> <p>Supervise in-season maintenance activities at MC level</p>	<p>Gather O&M performance information from TSA</p> <p>Undertake analysis of O&M performance at IA level and submit to Federation</p>

Slide 16

Level	Pre-Irrigation	Irrigation	Post-Irrigation
Turnout Service Area (TSA) Group	<p>Prepare O&M Plan/Program at TSA level</p> <p>Undertake O&M Plan information campaign at TSA</p> <p>Plan, supervise and mobilize labor for the pre-irrigation maintenance and repair works on TSA farm ditches.</p>	<p>Implement O&M Plan at TSA level</p> <p>Supervise data monitoring at IA level/Submit required data to IA level</p> <p>Supervise and mobilize labor for the in-season maintenance and repair works on TSA farm ditches</p>	<p>Gather O&M performance information from farmers</p> <p>Undertake analysis of O&M performance at TSA level and submit to IA.</p>
Farmers	<p>Get information on O&M Plan one (1) month before initial water delivery. Provide labor to pre-irrigation M&R works.</p>	<p>Follow O&M schedules. Submit required farming information to TSA leaders. Provide labor to in-season maintenance and repair works at MC, Lateral, Sub-Lateral and TSA levels.</p>	<p>Submit required production reports</p>

Table 1.10 General IA Policy on Capital Build-Up Fund (1/2)

**GENERAL IA POLICY ON CAPITAL BUILD-UP FUND of the
Member IAs of
B-MAGS FEDERATION OF SAN JACINTO-MANAOAG IAs, Inc.**

Capital Build-Up Policies:

1. Sources of IA Capital Build-Up Fund:

1. Annual Dues: An annual dues shall be paid by every member of the IA during the first month of the year through the IA Treasurer as irrigation service fees. Unpaid annual due is subject to interest charges set by the IA. The funds will be used to defray the administrative and operational expenses of the association during the year.

Name of IA	Annual Due
San Juan Babasit IA	P 50/Member
Scientific Farming IA	P 50/Member
BGM IA	P 30/Member
APACENBULO IA	P 40/Member

2. Member contribution for capital investment fund: The association may raise funds through contributions from member-irrigators either in the form of cash or in kinds considered appropriate and legal for the purpose. This fund is intended to finance income generating activities of the associations. Corresponding patronage and dividends for the member contributors is implemented.

Name of IA	Capital Investment Fund
San Juan Babasit IA	P 300/Cropping to be increased in the succeeding year.
Scientific Farming IA	P 200/Year to be increased in the succeeding year.
BGM IA	P 300/Cropping to be increased in the succeeding year.
APACENBULO IA	P 300/Cropping to be increased in the succeeding cropping period.

3. Fines and Penalties: The association may impose fine and penalties on members who violates certain policies, rules and regulations in the amount to be fixed by the BOD with approval of the majority of the members present during the deliberations of such policies.

Types of Violations:

a. Absences in IA meetings (BOD, Execom, Committees, TSA, IA levels)

Name of IA	Type of Violations	Fines and Penalties
	Absences of Meetings:	
Scientific Farming IA	Officers	P 50.00/absences
	Members	P20.00/Absences
San Juan Babasit IA	Officers	
	Members	
BGM IA	Officers	
	Members	
APACENBULO IA	Officers	
	Members	

b. O&M violations (please refer to the O&M policy).

c. Late or non-payments of annual dues, capital investment fund, ISF and etc.

4. Other Sources: Proceeds derived from other income generating activities of the IA.
5. Remuneration from contract with NIA: Proceeds derive from contracts with NIA such as ISF collection incentives, maintenance work contracts, etc. in such amount as may be set by the BOD

Table 1.10 General IA Policy on Capital Build-Up Fund (2/2)

Members Needs	IA Services	Number of Members	Purpose Materials/Capital	Policy	Management	Documents Needed
(1) Scientific Farming IA						
Market outlets for farmers produce.	Marketing Service	218	<ul style="list-style-type: none"> > The IA will assemble all produce of the farmers and negotiate marketing agreement with traders. > Financier can also be considered to provide the required cash requirement of the project. 	<ul style="list-style-type: none"> > All members sell to IA in 15-day term. > All farmers can pay P200/year to generate internal capital for buying palay products of members. > IA loan support to members for production capital at 3.33% PA. 	<ul style="list-style-type: none"> > Federation IA provides warehousing service to the IA. > IA facilitate purchasing of palay products from the farmers. > Marketing agreement with traders outside the area. 	<ul style="list-style-type: none"> Official Receipt Purchase Invoice Delivery Receipt Stock Card
Land development (plowing)	Rental of Farm Tractor Services	218	<ul style="list-style-type: none"> > Farm Tractor amounting to P180,000.00 	<ul style="list-style-type: none"> > Members will generate through contributions for capital investment fund. 	<ul style="list-style-type: none"> > 1,500 rental per hectare; > P 300 fuel & P200 for operator; > Ave. hec per day is 2 > Present Farm Tractor is 8 units. 	<ul style="list-style-type: none"> Official Receipt Account Report Service Ticket Fuel Request
(2) Apacembulo IA						
Water	Irrigation Service	100	<ul style="list-style-type: none"> > To rent a Backhoe for canal clearing & de-silting work. 	<ul style="list-style-type: none"> > P 300.00 per member per cropping ang puyding gawing pundo sa organization. 	O&M Committee	<ul style="list-style-type: none"> Attendance sheet/payroll
Market outlets of agricultural produce at a higher price and incentives.	Marketing Service	100	<ul style="list-style-type: none"> > P 160,000 capital requirements for a palay trading business. 	<ul style="list-style-type: none"> > Members contribution of capital investment fund to the IA. > Develop assembling market area for the traders to directly buy the produce of the farmers. 	Finance Committee	<ul style="list-style-type: none"> Purchase Invoice Delivery Receipt Official Receipt Stock Cards
Source of capital to buy farm equipment & facilities.	Credit Service	20	<ul style="list-style-type: none"> > Water Pump > P 50,000/member 5 years to pay at 12% interest P.A. 	<ul style="list-style-type: none"> > The IA will conduct a Raffle Draw to generate income. > All members sell tickets on quota basis. 	Finance Committee	<ul style="list-style-type: none"> Official Receipt Account Report Member Loan Ledger Raffle Tickets
(3) BGM IA						
Water	Irrigation Service (construction of alternative water supply)	30	<ul style="list-style-type: none"> > To install Deep well project as alternative source of water supply of the farmers during dry season. > P100,000.00 is the required capital. 	<ul style="list-style-type: none"> > Contribution from members to generate capital investment to finance the required capitalization of the project (P300.00 per member per cropping) > Income of the project is derived from the rental. 	IA Executive Committee	<ul style="list-style-type: none"> Official Receipt Member Ledger Collection Bill
Source of capital	Credit Services	20	Water Pump	<ul style="list-style-type: none"> > Raffle Draw to generate the capital requirement of the project. > All members sells the tickets exclusively to members only. 	BOD Credit committee	<ul style="list-style-type: none"> 1. Official Receipt 2. Account Report 3. Collection Notice 4. Raffle Tickets
(4) San Juan Babasit IA						
Water	Irrigation Service Management	100	<ul style="list-style-type: none"> > Generation of capital for marketing business of the IA. 	<ul style="list-style-type: none"> P300.00/member/ Cropping must be collected from farmer-members as irrigation service management fee. 	IA Finance Committee	<ul style="list-style-type: none"> Official Receipt Members Ledger
Marketing of the farmers produce.	Marketing Service	100	<ul style="list-style-type: none"> > Sell the farmers produce in volume at one market operation. > Better price > Marketing agreement with traders > Assistance from a financier in cases where cash is needed. 	<ul style="list-style-type: none"> All members sell to IA at 15 days term. 	Federation IA	<ul style="list-style-type: none"> Official Receipt Purchase Invoice Delivery Receipt Stock Card
Sources of capital	Credit Service	100	<ul style="list-style-type: none"> > Provide credit assistance to farmer-members for production needs. 	<ul style="list-style-type: none"> > Only IA members will be provided with the credit assistance. > Loan amount will not be more than triple from the total capital investment of the farmer-member to IA. 	Finance Committee	<ul style="list-style-type: none"> Official Receipt Account Report Member Ledger Billing

Table 1.11 Federation By-Laws (1/8)

BY-LAWS of B-MAGS FEDERATION OF IRRIGATORS ASSOCIATIONS OF SAN JACINTO AND MANAOAG (B-MAGSFIASJM), INC.

Article I

The name, domicile and purpose of the Federation are those in its Article of Incorporation.

Article II

Section 1 – Qualification for Membership

Membership shall be open to all member- Irrigators Associations within San Jacinto and Manaoag areas of the San Fabian River Irrigation System (SFRIS).

Section 2 – Application for Membership

Application for membership shall be made in writing using the prescribed *Membership Application and Agreement Form* and shall be submitted by the IA President thru the Secretary of the Board of Directors of the Federation. Such membership application shall be subject to the provisions of Section 1 of this Article: A majority of the members of the BOD shall admit the application for membership. Notice of admission shall be communicated by the Secretary to the applicant thru its IA president with five (5) days after the action of the BOD.

Section 3 – Member IAs in Good Standing

A member IA of good standing is one who complies with the duties set forth in Section 1 of Article III of this By-Laws as well as the terms and conditions of the Membership Agreement.

Article III

Rights and Responsibilities of Members

Section 1 – Duties and Responsibilities

1. Understand and faithfully obey the By-Laws and Membership Agreement and such other rules and regulations as maybe promulgated by the Board of Directors;
2. Attend and participate actively in all meetings and conferences that may be called by duly constituted authorities and encourage others to do the same;
3. Promptly pay all financial obligations and dues to the Federation;
4. Choose capable leaders;
5. Use the services of the Federation;
6. Contribute as much capital to the Federation as needed and be alert and vigilant regarding the disposition of funds and properties.
7. Study and prepare oneself to become knowledgeable and competent official when time comes;
8. Defend the Federation when other people give wrong information about it;
9. Participate in all productive and educational endeavors of the Federation.

Section 2 – Rights and Privileges

1. Attend trainings and seminars intended to enrich their knowledge;
2. Exercise the right to vote on all matters brought before any meeting of the members and actively participate in all deliberations;
3. Be available in any elective and/or appointive position in the Federation, if not otherwise disqualified;
4. Avail of any assistance, services, benefits and facilities of the Federation upon compliance with the conditions and requirement thereof;
5. Examine the book of accounts and other records of the Federation at reasonable times during business days.

Article IV

Suspension, Expulsion and Termination of Members

Section 1 – Suspension of Membership

Membership may be suspended on the following grounds:

1. Failure to pay annual dues, contributions or has willfully failed to comply with the duties as members as well as the terms and conditions of the Membership Agreement;
2. Culpable act prejudicial to the welfare of member IAs like destruction of buildings, facilities and other physical assets, and important documents and records of the Federation.

Section 2 – Expulsion

In addition to the offenses enumerated in Section 1 of Article IV, the BOD shall have summary power by a vote of two-thirds (2/3) of its members to expel any member IA for a conduct which in the opinion of the BOD disturbs the order, dignity or damage the integrity of the Federation or from any conduct in violation of this By-Laws or the rules and regulation of the Federation.

Table 1.11 Federation By-Laws (2/8)

Section 3 – Termination of Membership

Membership with the Federation is terminated with the dissolution of the Irrigators Association which he/she represents.

Section 4 – Fines and Penalties

Any member found guilty of the offenses enumerated in Section 1 of this Article may after hearing the case, penalized by the Board by a fine or suspension of membership and will deprive the member of his rights and privileges.

Article V

Fees and Dues, and Sources of Funds

Section 1 – Membership Fees and Annual Dues

Every prospective member IA must pay a membership fee of One Thousand Pesos (P1,000.00) to be paid upon filing of membership application. Fee is non-refundable, if the application is rejected.

Section 2 – Annual Dues

An annual fee of Six Hundred Pesos (P600.00) shall be due to all IA and shall be remitted by the IA thru IA Treasurer to the Federation Treasurer. Remittance of annual fee shall be done in January of each year to defray administrative and operational expenses of the Federation.

Section 3 – Contribution

The Federation may raise funds for its activities through contributions or donations from local or foreign sources, provided within the laws of the Republic of the Philippines either in cash or in kind and through benefit programs considered appropriate and legal for the purpose.

Section 4 – Fines and Penalties

The Federation may impose fines on the representative of the member IA who are absent from meeting and conferences and those who violate Federation rules and regulations in the amount fixed by the Board.

Article VI

Fiscal Year, Meeting and Election

Section 1 – Fiscal Year

The Fiscal Year of the Federation commence on the 1st day of January and ends on the last day of December of the same year.

Section 2 – Annual Meetings of the General Assembly

The regular annual meeting of the General Assembly shall be held every last Sunday of March of each year.

The First Regular Election shall be done on the 8th day of May 2003, and every two (2) years thereafter.

The Federation President, Officers and Committee Chairpersons shall be chosen and elected among and by the members of the BOD. All other three

(3) members each of the Federation Standing Committees shall be selected by the BOD from the other members of the General Assembly from a list of five candidates recommended by the Committee Chairpersons.

Article VII

The General Assembly

Section 1 – The General Assembly

The General Assembly (GA) is composed of all TSAG officers of all the members IAs in the San Jacinto and Manaoag side of San Fabian RIS. The GA is the highest management authority and final decision maker of the Federation.

Section 2 – Powers of the General Assembly

The General Assembly shall have the following powers:

1. To hear and pass upon the reports of the Board and Federation Officers;
2. To make final decisions regarding any drastic change in the financial policies;
3. To elect members of the Board of Directors and remove its members, Federation Officers, and Committee Chairpersons and its Members for cause;
4. To act as final arbiter in any dispute or disagreement which may arise between or among members of the BOD;
5. To adopt or amend the Articles of Incorporation and By-Laws of the Federation;

Table 1.11 Federation By-Laws (3/8)

6. To act and exercise final authority in all matters affecting the Federation except those delegated to the BOD; and
7. To dissolve the BOD for cause and to constitute a new one.

Article VIII

The Board of Directors

Section 1 – The Board of Directors

The Board of Directors (BOD) shall be composed of all the Presidents, Vice Presidents of all the member-IAs and one member to be elected by the General Assembly. The member elected by the GA shall serve as the Secretary of the Federation.

Whenever a vacancy occurs in the position of a member of the BOD through death, resignation or otherwise except by removal or expiration of term, the members shall elect a member from among the members of the General Assembly who shall serve only the unexpired term of his predecessor.

Article IX

Officers of the Federation and their Duties

Section 1 – Officers of the Federation

The officers of the Federation shall consist of the following:

President, Vice-President, Secretary, Treasurer, Auditor and Public Relations Officer (PRO).

Section 2 – The President

The President which is elected from among and by the members of the BOD shall:

1. Serves as chairman of the BOD and presides over its meeting;
2. Serves as the chairman of the committee on internal affairs;
3. Represent the Federation in the Provincial and National Confederation of Irrigators Associations;
4. Exercises general supervision and direction of the affairs of the Federation and sees to it that the resolutions and instructions of the BOD are carried out;
5. Represents the Federation in all its social and economic activities to which it is to a party or participants;
6. Prepares in consultation with appropriate Federation Officers and Committees, a yearly program of work and budget and to submit an annual report of operation to the BOD and General Assembly and other information as the BOD may require.
7. Attest certificate of membership and other documents in behalf of the Federation;
8. Exercises such other powers and perform such other duties as the BOD may lawfully delegate.

Section 3 – The Vice-President

The Vice-President shall concurrently serve as Chairpersons of External Affairs Committee. The Vice-President shall exercise all powers and duties of the President during the latter's absence or incapacity.

Section 4 – The Secretary

The Secretary shall have the following powers and duties:

1. Serve as Chairman on the Committee of Membership, Education and Training;
2. Keep records of minutes of all meetings of the BOD and maintain a record book;
3. Receives and presents application of membership to the BOD;
4. Files and countersigns all Certificate of Membership issues;
5. Update list of members of IA including their farmer-members;
6. Gives or cause to be given all notices of meetings of the members of the BOD; and
7. Serves as custodian of all records of the Federation.

Section 5 – The Treasurer

1. Serves as Chairman on the committee on Finance and Development;
2. Serves as financial custodian of all assets of the Federation;
3. Receives and safely keep all assets of the Federation and deposit same in such bank designated by the BOD;
4. Disburse funds authorized by the BOD;
5. Provides documents pertaining to the financial status of the Federation;
6. Coordinate with the Federation officers and committees regarding fund requirements;
7. Post bond in such amount as maybe imposed by the BOD;
8. Issue official receipts for every fund received;
9. Prepare an annual report on the financial status of the Federation; and
10. Renders monthly report of the financial operation of the Federation.

Table 1.11 Federation By-Laws (4/8)

Section 6 – The Auditor

1. Serves as Chairman of the Audit and Inventory Committee;
2. Receives and examines the financial records of the Federation and recommend measure for their improvement;
3. Conduct periodic physical inventory of the assets and properties of the Federation and recommend measures for project safekeeping;
4. Submits audited financial status reports to the General Assembly; and
5. Countersigns all withdrawals made from the depository bank of the Federation.

Section 7 – The Public Relation Officer (PRO)

1. Promote and enhance harmonious relationship of the member IAs of the Federation;
2. Help the President organize and supervise work groups among the members IAs of the Federation;
3. Prepare notices and write-ups for publication; and
4. Perform other duties and responsibilities as maybe assigned to him by the President or BOD.

Article X

Standing Committees

Section 1 – Creation of Standing Committees

The BOD may create committees as the need arises.

There shall be five (5) regular standing committees: 1) Internal Affairs; 2) External Affairs; 3) Membership, Education and Training; 4) Finance and Development; 5) Audit and Inventory Committee.

Section 2 – Internal Affairs Committee

The Internal Affairs Committee chaired by the President and whose members are other IA Presidents shall have the following functions;

1. Acts as the Secretariat of the Federation President;
2. Formulate policy recommendations, prepare annual program of activities and budgetary allocations and submit such to the President for review and approval of the BOD; and
3. Holds meeting at least once a month a renders monthly status report of accomplishment to the BOD.

Section 3 – External Affairs Committee

The External Affairs Committee chaired by a Vice-President and whose three (3) members selected from the General Assembly shall have the following functions:

1. Coordinate with line agencies program on agricultural development specifically on improved cultural practices, production of high value crops, importation and bulk purchase of agricultural inputs, marketing of farm products, and other agricultural support services for benefit of member IAs.
2. Establish rapport with other GAs, NGOs and PIs providing agricultural support services to farmers organizations;
3. Establish tie-ups with importers and dealers of agricultural supplies for the bulk procurement of production inputs at discounted price and with exporters for the export for farm produce of member IAs.
4. Coordinate with concerned GAs, NGOs and PIs on the conduct of farmers congress as a venue for exchange of ideas and discussion of development in rural development, irrigated agriculture and irrigation; and
5. Holds meeting at least once a quarter and renders quarterly report of accomplishment to the BOD.

Section 3 – Membership, Education and Training

The Membership, Education and Training Committee shall be chaired by the Secretary and three (3) members selected from the General Assembly and shall have the following functions:

1. Receives, process and recommends to the BOD all application for Federation Membership;
2. Prepare an annual program of activities for the education and training of member IAs and/or their farmer-members;
3. Manages membership, education and training related conflicts in the Federation;
4. Recommends amendments to the Article of Incorporation and By-Laws as the situation warrants;
5. Renders monthly status report on Federation membership;
6. Formulate strategies for Federation membership expansion;
7. Undertake with the assistance of other committees in the preparation, completion and filing of registration and annual documents required by the Securities and Exchange Commission (SEC);
8. Establish criteria for awards of outstanding member IA and Federation Officers;
9. Consolidates the list of member IAs and their farmer-members; and
10. Holds meeting at least once a quarter and renders quarterly report of accomplishment to the BOD.

Section 5 – Finance and Development Committee

The Finance and Development Committee chaired by the Treasurer and three (3) members selected from the General Assembly shall have the following duties:

Table 1.11 Federation By-Laws (5/8)

1. Formulate policies and procedures regarding the business affairs and improvements in the finance of the Federation;
2. Studies, proposes income generating projects and activities and recommends appropriate action to the BOD; and
3. Holds meeting at least once a quarter and renders quarterly report of accomplishment to the BOD.

Section 6 – Audit and Inventory Committee

The Audit and Inventory Committee chaired by the Auditor and whose three (3) members selected form the General Assembly shall have the following functions:

1. Evaluates and recommends policies and procedures to safeguard the assets and properties of the Federation;
2. Conducts quarterly audit and report findings to the BOD; and
3. Holds meeting at least once a quarter and renders quarterly report of accomplishment to the BOD.

Article XI

Qualification of Officers

Section 1 – Qualification for the officers of the Federation

All officers of the Federation must possess the following qualifications:

1. Must be an officer of an Irrigators Association at the time of his or her election to the BOD;
2. Must know how to read and write;
3. Must be of good moral character;
4. Must not be holding elective position in the government not higher than Sanguniang Bayan member;
5. Have time and willingness to serve; and
6. Has not been involved previously in any anomaly concerning farmers organization.

Article XII

Other Rules and Regulations

Section 1 - The Board of Directors (BOD) of the Federation, as may deem necessary, promulgate such other rules and regulations governing the relationship of members in line with the rendition of personal services, and such other matters as maybe necessary in the operation and management of the Federation. All member IAs shall abide and comply with such rules and regulations. Violation of such rules and regulations as well as those of the By-Laws may subject the offender to a penalty in the amount to be determined by the BOD.

Article XIII

Use and Disposition of Federation Funds

Section 1 – Use of the Federation Funds

1. Payment for expenses for SEC registration;
2. Payment for reimbursement for transportation, meals and other expenses of the members of the BOD in the performance of their official function;
3. Payment for honorarium and compensation of Federation Officers and employees, if the Federation is already capable;
4. Purchase of office supplies and materials;
5. Payment of amortization of any loans and all other obligations of the Federation; and
6. Payment of such other expenses as may arise in the conduct and operation of Federation activities.

Section 2 – Withdrawal of Funds

Withdrawal of funds of the Federation deposited in the bank shall be made only by the Treasurer upon authorization by the BOD. All withdrawals must be accompanied by BOD Resolution indicating therein the purpose for which the funds is withdrawn. All withdrawal documents must be properly signed by the responsible officers and staff concerned.

Article XIX

Amendments

The By-Laws may be amended, altered or repealed in whole or in part or a new By-Laws adopted any regular or special meeting called for the purpose by a vote of the majority of the members of the BOD subject to the approval of the majority vote of all member IAs.

Table 1.11 Federation By-Laws (6/8)

ADOPTED in the Municipality of San Jacinto, Province of Pangasinan, this 6th day of May, 2003, by all the Incorporators.

	<u>PRINTED NAME</u>	<u>SIGNATURE</u>	<u>ADDRESS</u>
1.			
2.			
3.			
4.			
5.			
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15.			

Attested by:

**B-MAGS FEDERATION OF
IRRIGATORS ASSOCIATIONS OF SAN JACINTO AND MANAOAG (B-MAGSFIASJM), INC.**
Barangay Lobong, San Jacinto, Pangasinan

MEMBERSHIP APPLICATION AND AGREEMENT

We, the members of the _____ Irrigators Association of the _____ Irrigation System, _____, Province of Pangasinan, hereby apply as member IA to the **B-MAGS FEDERATION OF IRRIGATORS ASSOCIATIONS OF SAN JACINTO AND MANAOAG (B-MAGSFIASJM), INC.** and agree to the following terms and conditions:

1. Abide with the Articles of Incorporation and By-Laws of the **B-MAGSFIASJM, Inc.**;
2. Abide by the Rules and Regulations promulgated and to be promulgated by the BOD;
3. Pay the _____ (P _____) membership fee; and prescribed annual dues; and
4. Participate actively in all activities, programs and projects of the **B-MAGSFIASJM, Inc.**

Attached is the Resolution of the IA Board of Directors relative to this application and agreement.

Name and Signature

Recommending Approval:

Chairman, Committee on Membership,
Education and Training

Approved:

Chairman, Board of Directors

Table 1.11 Federation By-Laws (7/8)

ARTICLES OF INCORPORATION OF B-MAGS FEDERATION OF IRRIGATORS ASSOCIATIONS OF SAN JACINTO AND MANAOAG (B-MAGSFIASJM), INC.

KNOW ALL MEN BY THESE PRESENTS:

THAT WE, the undersigned incorporators all of legal age, Filipino and residents of the Province of Pangasinan, Republic of the Philippines have on this day voluntarily associated ourselves for the purpose of forming a non-stock and non-sectarian association under the laws of the Philippines.

Article I

The name of the System Federation shall be **B-MAGS FEDERATION OF IRRIGATORS ASSOCIATIONS OF SAN JACINTO AND MANAOAG (B-MAGSFIASJM), INC.**

Article II

That, the purpose for which the Federation is organized are:

1. To act as representative of all member- Irrigators Associations (IAs) in the San Jacinto and Manaoag areas covered by San Fabian River Irrigation System (SFRIS) in all local executive and legislative public hearings on irrigation, agricultural and rural development programs and projects at the system and or at provincial level.
2. To serve as a channel for the technical, logistical and financial assistance to IAs for government (GAs), non-government organizations (NGOs) and private institutions (PIs);
3. To establish and operate economic and livelihood programs and services for member IAs'.
4. To assist or act as an agent or representative of its member IAs in marketing their farm products;
5. To serve as a body in pooling financial as well as material resources of member IAs which may be required in the pursuit of larger scale business activities, depending upon the capabilities of member IAs;
6. To represent the member-IAs at the System and Provincial Federation of Irrigators Associations;
7. To hold regular meetings of all IA Presidents to discuss and receive issues and concerns for the benefit of all the farmer-members of all the IAs in the Province;
8. To initiate and co-sponsor system, provincial and national IA congress and symposium for the purpose of enhancing IA participation in irrigation, agricultural and rural development in the province and or in the country;
9. To enter into an agreement with other GAs, NGOs and or private institutions (PIs) that will provide programs and other support services to enhance farm productivity in the irrigated areas in the province; and
10. To adopt policies that would promote strong collaborative efforts between IAs, NIA and/or other GAs, NGOs and or PIs.

Article III

The principal office of the System Federation is located at the following address, Barangay Lobong, San Jacinto, Pangasinan.

Article IV

The term for which the Federation is to exist in fifty (50) years from and after the issuance of the Certificate of Incorporation.

Article V

The names, nationality and residence of the Incorporators of the Federation are as follows:

Name	Nationality	Residence
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- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
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Table 1.11 Federation By-Laws (8/8)

Article VI

The Board of Directors of the Federation shall consist of nine (9) members. Their names, nationalities and residences are as follows:

<u>NAME</u>	<u>NATIONALITY</u>	<u>RESIDENCE</u>
<u>1.</u>		
<u>2.</u>		
<u>3.</u>		
<u>4.</u>		
<u>5.</u>		
<u>6.</u>		
<u>7.</u>		
<u>8.</u>		
<u>9.</u>		
<u>10.</u>		
<u>11.</u>		
<u>12.</u>		
<u>13.</u>		
<u>14.</u>		
<u>15.</u>		

Article VII

That, the Federation being a non-stock, non-profit shall derive its funds from any or all of the following:

- a. Membership fees, annual dues and fines paid by members IAs; and
- b. Proceeds derived from income generating activities of the Federation.

- c. Donations and grants whether domestic or foreign as long as these are from legitimate sources.

Article VIII

The present members of the Federation are the member-IAs within the San Jacinto and Manaoag areas of San Fabian River Irrigation System, Province of Pangasinan.

Article IX

That Mr. Crisanto Senin has been elected by the members as Treasurer and to act as such until his successor is duly elected and qualified, that as Treasurer, he or she is authorized to receive for and in the name of the Federation all contributions or donations paid or given by the members.

IN WITNESS HEREBY, we affixed our signature in Barangay Lobong, San Jacinto, Pangasinan, Philippines, this 8th day of May 2003.

- 1.
- 2.
- 3.
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SIGNED IN THE PRESENCE OF:

**Table 1.12 Post Action Plan Implementation Schedule
IA Strengthening Study, San Fabian Pilot IAs (1 of 2)**

IA Organization Strengthening

Activities	2003						2004						2005			Required Inputs						
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9		10	11	12	Q1	Q2	Q3
I. Pre-Deployment Activities																						
1.1 Conduct FIO Assessment & Planning Workshops	■	■																				Assessment Design & Facilitators
1.2 Redeployment of four (4) FIOs.	■	■																				Allowance for nine (9) FIOs
2. Master List Updating																						
2.1 Gathering & review of secondary data from NIA, IA & Municipal Assessors Offices	■																					Formal request to Assessors Office
2.3 Conduct interview with farmers to validate first draft master list at TSA level.	■																					Master list & parcellary maps
2.4 Conduct field validation using parcellary maps at TSA level.	■																					Master list & parcellary maps
2.5 Compare parcellary maps & master list to finalize the report.		■	■																			Master list & parcellary maps
2.6 Confirmation meeting with IA & NIA.			■	■																		Venue, materials & food
3. Restructuring of TSA boundary																						
3.1 Confirmation of new turn outs (illegal) in each TSA by IA & NIA for closure.	■																					Parcellary maps & walkthrough report
3.2 NIA prepare recommendations.	■																					Evaluation report
3.3 Presentation & of TSA restructuring plan to the concern farmers.	■																					Restructuring plan
3.4 Restructuring of TSA boundaries and closure of illegal turn outs.		■	■	■																		IA policy on closure of turn outs
3.5 Farm ditches designing & planning.	■	■								■	■											TSA map & supplies
3.6 Construction & upgrading of farm ditches at TSA level.	■	■								■	■											Farm ditch plan & construction materials
4. Membership Expansion																						
4.1 Identify target farmers for recruitment.		■																				Updated master list
4.2 Membership orientation seminars.				■		■				■					■			■		■		Seminar design & Facilitators
4.3 Follow-up application forms at field.	■																					Transportation budget
4.4 Update membership records of IA.						■												■		■		Membership records of IA
4.5 Review & approval of membership.	■																					Application forms & BOD action
5. Processing of registration requirements with SEC for APACENBULO & Federation IA.																						
5.1 Preparation of the IA documents for application of registration & renewal documents with the SEC.	■																					IA by-laws, List of members, proceedings of the GA.
5.2 Submission & follow-up of registration application documents.		■	■																			Transportation budget
5.3 Officers planning workshops of the Federation IA.	■																					Planning design, facilitators & funds
5.4 Officers planning workshops of the existing IAs.									■	■												Planning design, facilitators & funds
6. Meetings and Training Workshops																						
6.1 Conduct training needs assessment to target farmers/TSA leaders.			■																			TNA instruments
6.2 Facilitate learning process activities for TSA leaders (leadership & mgt skills)			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Training funds & training modules
6.3 Annual General Assembly.																					■	Funding for food & materials
6.5 Monthly TSA Meetings.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Effective Communication system
7. Monitoring & evaluation of IA leaders & officers performance.																						
7.1 Facilitate process assessment sessions with the TSA leaders.	■		■		■		■		■		■		■		■		■		■		■	Assessment design & Facilitators
7.2 Periodic IA assessment & re-planning.			■				■			■				■				■			■	Assessment design & Facilitators
7.3 Weekly monitoring & coaching sessions of TSA leaders.	■																					Regular visits of FIO & IDO
7.4 Preparation & submission of reports: (TSA leader to FIOs to FIOS & NIA and to IDC for documentation, review & re-planning)	■																					Monitoring records & reporting forms

**Table 1.12 Post Action Plan Implementation Schedule
IA Strengthening Study, San Fabian Pilot IAs (2 of 2)**

IA Operation and Maintenance Strengthening

Activities	2003						2004						2005			Required Inputs										
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9		10	11	12	Q1	Q2	Q3				
1. O&M planning, monitoring & evaluation.																										
1.1 Review O&M policy & plan implementation.				■		■			■		■			■		■		■	■	■	■					O&M plan & facilitators
1.2 Prepare farm plan & design with farmer-members per TSA.	■									■											■				Workshop design/supplies	
1.3 Prepare and submit LIPA report to NIA.				■	■						■				■	■					■	■			1,000 LIPA forms	
1.4 Information dissemination of O&M policies & plans to farmers.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Bulleting boards	
1.5 Visitation & monitoring of farmers activities from land preparation to harvesting period.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Farm plan & transportation budget	
2. Renewal of Type 1 contract																										
2.1 Preparation of application documents for submission to NIA.																									Contracts & BOD resolution	
2.2 Follow -up approval of application with the NISO.				■			■																		Transportation budget	
2.3 Conduct of a periodic canal clearing work through bayanihan.	■			■			■			■			■		■						■				Tools/equipment & budget for food for the farmers.	
2.4 Negotiate NIA for timely payment of remuneration from maintenance works to the farmers.	■						■						■								■				ISF collection records & letter of request	
3. O&M Trainings																										
3.1 Conduct training needs assessment.			■	■																					TNA forms	
3.2 Prepare training plan & modules.			■	■																					Modules/designs	
3.3 Training Implementation > System Management Workshop > Rice Production Technology > Local Study Tours					■			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■ Training funds & resource persons	
4. Repair and maintenance works																										
4.1 Prepare monitoring report for repair works & submit to NIA for funding allocation.																									Monitoring report of TSA leaders	
4.2 Conduct turn out evaluation & closure of illegal turn outs.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Turn out evaluation report & IA policy in closure of turn outs (illegal one)	
4.3 Conduct minor repair through bayanihan works.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Repair budget & food for the farmers	
4.4 Construction & upgrading of farm ditches.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Construction materials & TSA mapping results	

IA Financial Strengthening

Activities	2003						2004						2005			Required Inputs									
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9		10	11	12	Q1	Q2	Q3			
1. Collection of IA Dues																									
1.1 Update membership records.	■																								Update master list of members
1.2 Sending of collection notice.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Transportation Budget
1.3 Selection & orientation of IA collectors.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Orientation Design
1.4 House-to-house visitations.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Transportation Budget
1.5 Organization and operationalization of Finance committees of TSA Groups.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Finance committee plan
2. Renewal and operationalization of Type II contract.																									
2.1 Preparation and submission of application documents to NIA.																									Contracts & BOD resolution
2.2 Appointment and orientation of IA collectors.	■																								Orientation design & Facilitators
2.3 Dissemination of ISF policy to farmer-members.		■												■							■			■	■ ISF policy & Information plan
3. Implementation of IA livelihood services and marketing project.																									
3.1 On the job training for IA officers how to plan for projects through workshop sessions																									Training design & budget
3.2 Enhancement training for IA funding negotiation skills.																									Training design & budget
3.3 Preparation of project proposals & other documents.																									IA data & consultancy services
4. Recording & periodic reporting of IA financial conditions.																									
4.1 Appointment & orientation of IA Bookkeeper and Audit Committees.																									Orientation plan & BOD resolutions
4.2 Regular updating of books of accounts.																									Financial books & financial records
4.3 Preparation of audited financial report.																									■ Auditing consultancy services
5. Management Trainings (Business & Financial)																									
5.1 Training needs assessment																									TNA forms
5.2 Preparation of training designs/modules																									IA data, Training references & consultancy services
5.3 Actual conduct of training workshops > Bookkeeping work > Enterprise Development & Mgt. > Federation Level trainings																									Training Funds & Consultancy services
5.4 Post training monitoring sessions																									Monitoring plan and forms

Table 2.1 Bago Action Workshop Schedule

Day 1 May 19, 2003 (Opening Seminar Workshop)

Manuel Y. Torres Memorial Coliseum and Cultural Center, Bago City

Programme of Activities

Part I

8:00 – 9:00 AM : Arrival and Registration of Participants
 9:00 – 10:30 AM : Opening Program
 Invocation (The Prayer) Ms. **Milstar Guevarra**
 Ms. **Tricia Soque**
 Philippine National Anthem Recorded Music
 Japanese National Anthem Recorded Music
 Conduct of Activity
 Welcome Address Hon. **Janet E. Torres**
 Mayor, Bago City
 Introduction of Participants Mr. **John A. Lastierre**
 NISO BRIS Staff
 Message Mr. **Neri M. Perez**
 Division Manager,
 NIA-IDD Region 6
 Intermission Ms. **Milstar Guevarra**

Part II

10:30 – 11:00 AM : Presentation of Workshop Rationale & Objectives
 Engr. **Avelino M. Mejia**
 Department Manager, NIA-IDD
 11:00 – 12:00 NN : Presentation of JICA-NIS IA Strengthening Study Result
 Mr. **Yutaka Murai**
 JICA Study Team Leader
 12:00 – 1:00 PM : LUNCH BREAK
 1:00 – 1:45 PM : Presentation of Findings and Recommendation on the
 three pilot IAs of Bago RIS
 ► IA Organization (NIA-RIDD, Mr. **John A. Lastierre**)
 ► Operation and Maintenance (NIA-IDD, Dr. **Leo L. Gallego**)
 ► Financial (NIA-RIDD, Mr. **Manolo R. Ramirez**)
 1:45 – 2:45 PM : Presentation of Accomplishment of IA Strengthening Action Plan
 1:45 – 2:00 PM Bago RIS
 2:00 – 2:15 PM Labangan RIS
 2:15 – 2:30 PM Pulangui RIS
 2:30 – 2:45 PM MAL RIS
 2:45 – 3:30 PM : Orientation of line Agencies Program
 3:30 – 4:00 PM : Open Forum

Part III

4:40 – 4:30 PM : Synthesis and Closing Remarks
 Engr. **Dionisio B. Asencio**
 Irrigation Superintendent, NIA-Bago RIS
 Prayer of Thanksgiving
 Workshop Participants
 Master of Ceremony
 John A. Lastierre

Day 2 May 20, 2003 (Canal Clearing and Clearing Program)

Lateral E, ATIDU IA, Bago RIS Service Area
 brgy. Atipuluan covered Gymnasium, Bago City

Target Activities

1. Clearing and cleaning of lateral E canal
2. Removal of obstruction on lateral E canal
3. Turno over ceremony of maintenance tools
4. Conduct of action reflection/Assessment Session in relation to maintenance
5. IA Re-structuring based on hydrological boundaries (Splitting, merging and creation of new IA and Council of IAs in Lateral E)

Conduct of the activity:

7:30 – 10:00 AM : Clearing and Cleaning of portion of Lateral E canal
 10:00 – 12:00 NN : Action Reflection/Assessment Session
 (Problems and issues affecting maintenance and water
 delivery and distribution along Lateral E)
 12:00 – 1:00 PM : LUNCH BREAK
 1:00 – 1:30 PM : Inputs on Water Management
 1:30 – 2:15 PM : Sharing of MAL, Pulangui and Labangan IAs
 on IA boundary and delineation.
 2:15 – 3:40 PM : Presentation of proposed IA reorganization Plan based
 on Hydrological Boundary and creation of Lateral E
 Council of Irrigators Association Adhoc Committee.
 3:40 – 4:00 PM : Wrap-Up/Synthesis
 Joy Babiera, NIA-RIDD

Day 3 May 21, 2003 (Policy Review and Finalization)

Atidu, Amana and Bunasabala IA
 Brgy. Atipulan Elementary School, Bago City

8:00 – 09:00 AM : Arrival and Registration of Participants
 9:00 – 09:10 AM : Welcome Address by the Chairman of
 Brgy. Atipulan, Bago City
 Message from the Principal of
 Brgy. Atipulan Elementary School
 9:10 – 09:20 AM : Workshop Orientation and Mechanics
 (Facilitators in each group)
 : Organization
 : Operation and Maintenance
 : Financial
 9:20 – 10:00 AM : Presentation of MAL IA Policies
 and reformulate and finalize their policies based on present experience

10:00 – 12:00 NN : Workshop Proper (All pilot IAs will tackle the four
 categories)
 12:00 – 1:00 PM : LUNCH BREAK
 1:00 – 3:30 PM : Preparation of Implementation Plan
 3:30 – 4:00 PM : Wrap Up/Synthesis
 Facilitator per IA

Day 4 (Field Visitation and Dialogues)

Maa and Buenavista CISS

Target Activities

1. To be able to interact with the officers of Communal IAs
 2. To have a first hand information from the other IAs experiences on propagating vegetable garden in support to rice production in increasing their farming income
 3. To know CIS IAs operation and activities
 4. To gain knowledge on cooperative endeavor in CIS IAs
 5. How CIS IAs provide benefits to its members
- 7:30 - 8:30 AM : Travel to Buenavista CIS
 8:30 - 8:40 AM : Orientation for the day activity
 8:40 - 9:00 AM : Presentation of Buenavista IA Activities and Interaction
 with officers regarding IA operation and cooperative
 endeavor
 9:00 - 10:00 AM : Visit Buenavista IA vegetable garden under BPI
 supervision
 10:00 - 11:00 AM : Sharing of Labakafia experience on vegetable garden IA
 Farm Land Management Scheme
 11:00 - 12:00 NN : Travel to Maa CIS
 12:00 - 1:00 PM : Lunch
 1:00 - 2:00 PM : Presentation of MAAO IA (Operation, Business, Plans
 and Programs)
 2:00 - 2:15 PM : Presentation of Assembly Market Concept
 2:15 - 3:00 PM : Interaction
 3:00 - 3:10 PM : Synthesis/Wrap Up
 Dr. Leo Gallego, NIA-IDD
 3:10 - 4:00 PM : Travel Back to Hotel

Day 5 (Closing Seminar Workshop)

Manuel Y. Torres Memorial Coliseum and Cultural Center, Bago City
PROGRAMME OF ACTIVITIES

Part I

9:00 - 10:00 AM : Arrival and Registration of Participants
 10:00 - 10:10 AM : Recapitulation of 5 days Action Workshop activities
 10:10 - 11:40 AM : Presentation of IA implementation Plans and
 Programs by Pilot IAs Representative
 ► Bago IA Policies - Bunasabala IA Representative
 ► Consolidated of IA Action Plan
 - Bago Organization and Financial
 - Amana IA Representative
 - O&M Atidu IA Representative
 - Labangan IA Representative
 - Pulangui IA Representative
 - Mal IA Representative
 11:40 - 12:00 NN : Presentation of proposed master list updating
 procedures
 12:00 - 1:00 PM : LUNCH BREAK
 1:00 - 3:00 PM : Presentation of different agencies commitments in support
 to IA plans and programs
 3:00 - 3:30 PM : Open Forum

Part II

3:30 - 5:00 PM : Closing Program
 Invocation Mr. **Milstar Guerverra**
 Philippine National Anthem Recorded Music
 Japanese National Anthem Recorded Music
 Acknowledgement of Guest **John A. Lastierre**
 and Participants *NIS-BRIS Staff*
 Inspirational Talk Hon. **Janet E. Torres**
 Mayor, Bago City
 Intermission Ms. **Milstar Guevarra**
 Impressions Bago Pilot IA Representative
 Labangan Pilot IA Representative
 Pulangui Pilot IA Representative
 Mal IA Representative
 Engr. **Dionisio B. Asencio**
 *Irrigation Superintendent, NIA-
 BRIS*
 Response from JICA Mr. **Yutaka Murai**
 JICA Study Team Leader
 Giving of Certificates Mayor **Janet E. Torres**
 Of Appreciation Mr. **Yutaka Murai**
 Engr. **Avelino M. Mejia**
 Engr. **Dionisio B. Asencio**
 *Irrigation Superintendent, NIA-
 BRIS*
 Message Engr. **Avelino M. Mejia**
 Department Manager, NIA-IDD
 Synthesis and Closing
 Dr. **Leo Gallego**
 Supervising IDO, NIA-IDD
 Prayer of Thanksgiving Participants Representative
 Master of Ceremony
 John A. Lastierre

Table 2.2 List of Participants

Bago Action Workshop

Group Name	No. of Participants				
	Day 1 Opening Seminar Workshop (May 19)	Day 2 Canal Cleaning and Clearing Program (May 20)	Day 3 Policy Review and Finalization (May 21)	Day 4 Field Visitation and Dialogues (May 22)	Day 5 Closing Seminar Workshop (May 23)
Bago Pilot IAs					
Atidu IA	10	16	13	13	10
AmanaIA	7	45	10	8	12
Bunasabala IA	7	55	13	11	10
Other IA - Non Pilot	16	-	-	-	21
Labangan IAs	4	4	4	4	4
Pulangui IAs	6	6	6	6	6
Mal IAs	6	6	-	-	6
Buenavista IA	-	-	-	16	-
Ma-ao IA	-	-	-	29	-
NIA					
Central Office	2	2	2	2	2
Regional Office	2	5	2	2	8
NISO	8	8	8	8	19
Line Agency	6	-	-	-	6
JICA Expert	-	-	-	-	2
Local Consultant	1	1	1	1	1
JICA Study Team	6	6	6	6	6
Total	81	155	55	96	115

Table 2.3 Findings and Recommendation in Bago RIS

1. IA Organization	
Findings	Recommendation
<ul style="list-style-type: none"> • IA By-Laws - Provision and stipulation are not attuned with the present situation. - Membership is not compulsory to all actual tillers. - Very low membership (40-50%) - 80% of Members are not aware of their By-Laws - No review and amendments. • IA Committees - IA standing committees do not function. - No updating on master list of farmers within the area coverage. - No developmental plans and programs. • Farmer members participation - Very low participation of members in IA meetings (20-50%). - No benefits provided to members. - Plans and programs are formulated by leaders without consultation with members. - Very wide IA coverage area (Atidu 708 ha., Amana 760 ha. and Bunasabala 909 has. • Recording and Reporting System - IA records are not updated and incomplete. - Past records not been turn over to present officers. - Some records were lost. - Filing system is not systematic. - No update of IA accomplishment given to members for information and guidance. • Policies, Plans and Programs - Lax monitoring and evaluation of IA policies, plans and program after formulation. - Most of the policies are not implemented. - Most of the IA leaders are incapable of formulating plans and programs. 	<ul style="list-style-type: none"> • IA By-Laws and Farmers Participation - Review and amend provision of By-Laws. - Formulate policy on membership recruitment. - Encourage and mobilize farmers within the IA service area to apply for membership and attend membership orientation seminar. - Conduct consultation with members any plans and programs formulated by the leaders for information and approval so that 100 percent support and participation of members in its implementation. • IA Committee, Recording & Reporting System and Policies, plans and Programs - Provision of necessary capability trainings, workshops, seminars and conferences to committee leaders and members. - Assist and Guide IA leaders in preparing policies, plans and programs. - Assist IA leaders in updating farmers master list. - Conduct IA restructuring and reorganization based on hydrological boundaries. - Conduct planning meeting with committee members, monitor and provide periodic feedback of their performances.
2. O&M	
<ul style="list-style-type: none"> • O&M Policies - IAs has limited written policies. - Policies were not strictly implemented. - No collaborative effort with the Barangays and other line agency of the government in implementing its sanctions. - Members were not provided copies of IA policies. • Water Delivery and Distribution - Water is not effectively managed within the lateral E. - NIA-IA type 2 contract is not fully operationalized. - IA leaders lack capability in effective water management. - Farmers do not follow WDD schedule. - Proliferation of illegal checking - No close coordination between and among IAs within the Lateral E. - Farming activities by farmers within TSA and IAs are not synchronous. - No proper planning or scheduling of water distribution by the IAs. - Farmers do not care about over supply of water in their farms. • Maintenance activities - Irrigation facilities and structures are dilapidated. - Irregular conduct of minor repair and maintenance works by the IAs. - Plants are grown inside the lateral canal and on farm ditches. - Canal clearing are done by leaders alone or subcontracted by few individuals. • Others: - Delayed preparation and submission of LIPA - Loose coordination between NIA and IA. - No periodic evaluation of IAs O&M performance. - Irregular coordination meeting between IAs, LGUs and government line agencies. 	<ul style="list-style-type: none"> • O&M Policies - Formulate practical O&M policies, rules and regulation and submit it to General Assembly for approval. - Strict enforcement of all policies and sanctions with assistance from LGUs. - Regularize coordination meetings with other IAs within Lateral E. - Prepare and distribute information regarding IA policies, plans and programs to members for information and guidance. • Water Delivery and Maintenance Activities - Enforced regular bayanihan scheme in maintaining irrigation canal, facilities and structures within Lateral E and TSA level. - Prepare plans and program for effective water management scheme within IAs and TSAs. - Facilitate provision of capability building to leaders and members. - Regularize assessment, consultation & planning.
3. Financial	
<ul style="list-style-type: none"> - The IAs has not prepared their yearly financial plan and budget. - IAs do not prepare their yearly Assets and Liabilities as well as their Balance Sheet. - The IAs has a poor system of managing its finances. - Low ISF collection efficiency. (30-50%) - Absence of livelihood programs and support services for members benefit. - IA leaders lack capability in recording and preparing financial reports, project proposal and programs. - IA dues were not collected from its members. - Internal control and audit has been neglected. 	<ul style="list-style-type: none"> - Provision of necessary trainings, workshop and conferences to leaders and committee members. - IAs has to formulate their financial plans and programs for effective management. - Regularized internal control and audit system. - Continue collection of IA dues to members - Increase ISF collection efficiency by conducting strategic planning with NIA and IA collectors together with the IA leaders per TSAG. - IAs has to start putting up their Capital Build Up to finance their livelihood programs. - IAs has to prepare their policy on financial matters and submit this to General Assembly for approval.

Table 2.4 Consolidated Accomplishment Report, Bago RIS Pilot IAs (Jan to May 2003)

Situation Before the Study	Activities Conducted	Results & Outputs	Future Plan
IA Organization			
IA By-Laws not reviewed and operationalized.	> Conducted review sessions of By-Laws provisions.	> Amended provisions of membership and capital build-up in the IA By-Laws.	> Conduct GA for ratification of amended by-laws. > Submit report to SEC.
Master list of farmers and IA members not updated.	> Inventory and listing of farmers per TSA.	> Confirmed TSA boundaries and list of farmers per TSA.	> TSA mapping & walkthrough with NIA > Finalization of the farmers master list and IA membership records.
Low membership and Less participation of IA members.	> Conducted TSA meetings & dialogue. > Monitoring of farmers by the TSA leaders.	> Slightly increased in attendance during meetings.	> Regular meetings of TSA groups. > Membership recruitment planning.
IA hydrological boundaries is not favorable for O&M management.	> Conducted meeting with TSA leaders regarding reorganization plan and established TSA boundaries.	> Agreed to reorganize the IA boundaries and its area of operation and the creation of Council of Irrigators Association.	> Prepare reorganization plan. > Organization of Council of Irrigators Association in Lateral E.
Policies and plans not formulated and monitored periodically.	> Conducted policy review workshops.	> Formulated revised membership, O&M, financial and cub policies.	> Implement, monitor and supervise policy implementation activities.
No record filing and documentation system.	> Retrieval and updating of documents from past officers.	> Initial filing of documents by the IA secretary.	> Set up logbook & filing system > Prepare IA documentation forms
Officers/leaders are not trained to perform leadership and management functions.	> On-the-job and teach-in sessions with the IDOs.	> Improved leadership performance. > Mobilized leaders to assist activities of NIA.	> Coordinate NIA to assist in the training needs of the IAs.
IA Operation and Maintenance Strengthening			
O&M policies are not clear and not understood by farmer-members	> Conducted O&M policy formulation workshop with assistance of NIA.	> Formulated and adopted O & M policies.	> Disseminate O&M policies and plans to all farmer-members of IA at the TSA level for dry season operations. (set up information center, billboards & leaflets) > Prepare policy implementation plan periodically.
Existing O&M policies managed by NIA not observed by farmers (CCPP & WDD)	> Conducted monitoring at TSA level by the TSA group leaders.	> IA leaders committed to resolve O&M problems through activation of TSA Group leaders.	> Conduct orientation seminars. > Conduct farm planning. > Conduct regular TSA group meetings.
No coordination between IAs in O&M activity implementation.	> Conducted inter-IA consultation meetings and discussed O&M issues and problems.	> Established the need to organize a Council of IAs for Lateral E to manage effectively O&M activities.	> Prepare CIA organization plan. > Consultation of farmers of the reorganization plan and CIA formation.
NIA-IA Type 1 & 2 contracts not operationalized.	> Negotiated for the renewal of contracts.	> Type 1 & 2 contracts renewed.	> Implementation and supervision of the contracts agreements. > Presentation of contract agreements to members of the IA.
No regular maintenance activities conducted by IA.	> Conducted canal clearing activities. > Negotiated some IA leaders to finance canal clearing activities to support the farmers.	> Mobilized farmers to attend the canal clearing even without the payments of the Type 1 contract of NIA.	> Negotiate NIA to pay remuneration of Type I contracts. > Regularize canal clearing up to farm ditches level.
IA Financial Strengthening			
Low collection of ISF and annual dues performance.	> Updating of farmers list for collection of ISF.	> Updated actual tillers for easy follow-up of ISF payments.	> Prepare ISF collection policy. > Appointment & training of IA collectors. > Conduct house-to-house visitation, issuance of reminder letters and monitoring of farm production of farmers.
Poor financial management system of IAs. (No bookkeeping & auditing plan)	> Conducted financial policy (internal control system) formulation workshop.	> Formulated financial policy (internal control system) for implementation.	> Request technical assistance on financial management training from NIA & other line agencies. > Prepare financial report to IA assembly & NIA for information.
No livelihood services to farmer-members.			> Coordinate with other line agencies for livelihood assistance. > Request technical assistance on project planning from NIA & other line agencies.

Table 2.5 Labangan Pilot IAs Strengthening Activity Report (1/7)

NAME OF IA : SANDATA FIA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : 1X

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
I. IA Organizational Strengthening 1.1						
A. Organization of new IA's based on hydrological boundaries						
1 Conduct study on organizational division based on hydrological boundaries	<input type="checkbox"/> <input checked="" type="checkbox"/>			100 % (5/5)	Limited time as performing other functions as Ethnic differences	Increase no. of IA's from 5 to 8 Assistance of 1 IDO
2 Update list of farmers per target area (based on the proposed)		<input type="checkbox"/> <input checked="" type="checkbox"/>		85 % (559/658 farmers updated)	Actual number of cultivators were compressed Land conflict	Actual cultivator
3 Update masterlist of registered members per IA.		<input type="checkbox"/> <input checked="" type="checkbox"/>		85 % (559/658 farmers updated)	Land conflict Rotation among heirs subdivided among heirs	Actual cultivator Actual cultivator Land title as reference
4 Conduct series of consultation with farmers		<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>	6 meetings conducted	Difficult to conduct meetings during land prep./harvesting/collection period	Conduct meeting after land prep. and harvesting
5 Identify potential leaders per target division		<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>	16 potential leaders identified	Some hesitant to accept responsibility	constant motivation to potential leaders
6 Conduct TSAG G.A.			<input type="checkbox"/> <input checked="" type="checkbox"/>	18 % (6/33 TSAG conducted G.A).	Some participants not registered members	Require registered members to attend
7 Conduct election of leaders per designated TSAG.			<input type="checkbox"/> <input checked="" type="checkbox"/>	18 % (6/33 TSAG conducted G.A).	Some registered members were represented by housewife, children, and "maintain"	Require registered members to attend
8 Conduct IA GA. & election of officers			<input type="checkbox"/> <input checked="" type="checkbox"/>	60 % (3/5 IAs conducted IA G.A.	Some hesitant to accept responsibilities	Require elected officers to participate
9 Prepare and adopt CBL per new IA				-	-	-
10 Prepare registration documents per IA				-	-	-
11 Submit and follow up application for registration with SEC office				-	-	-
12 Conduct council IA meetings for preparation of IA organization				-	-	-
13 Prepare CBL for new council of IA				-	-	-
14 Conduct GA and election of officers of the council of IA				-	-	-
15 Prepare registration documents of the council of IA				-	-	-
16 Submit and follow up application for registration to SEC office				-	-	-
B 90 % of members actively participated all IA activities						
1 Conduct regular meetings at TSAG and IA level		<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>	6 meetings conducted	Some registered members were represented by "maintain"/children/housewife	Require registered members to attend
2 Conduct massive information/dissemination on provision of the CBL IA plans and programs		<input type="checkbox"/> <input checked="" type="checkbox"/>		6 meetings conducted	Some registered members were represented by "maintain"/children/housewife	Require registered members to attend
C Functional & Operational Standing Committees						
1 Identify potential IA members to compose the different functional committees				-	-	-
2 Request NIA & other line agencies to orient and train the committees				-	-	-
3 Conduct committee planning workshop				-	-	-
4 Monitor implementation of committee activities and performance				-	-	-
5 Conduct of assessment of committee and responsibilities for				-	-	-

Legend:

Actual
 Target

Table 2.5 Labangan Pilot IAs Strengthening Activity Report (2/7)

NAME OF IA : SANDATA FIA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
II. IA Organizational Strengthening 1.8						
A. 90% of IA Officers and TSAG leaders understood and effectively discharge their duties and responsibilities						
1 Conduct review of task and function stipulated in the CBL, with all the officers and leaders	<input type="checkbox"/> ████			Conducted review of task and function with the federation IA officers	Newly elected of IA officers failed to	Require newly elected IA officers
2 Conduct regular BOD and TSAG meetings	<input type="checkbox"/> ████████████████████	<input type="checkbox"/> ████████████████████	<input type="checkbox"/> ████████████████████	4 BOD meetings conducted	TSAG regular meetings starts	Require re-organized TSAG to conduct
3 Request NIA and other line agencies to conduct trainings			3rd Qtr	-	-	-
4 Request NIA and other line agencies to support financial requirements for training			3rd Qtr	-	-	-
B. 90% of IA leaders capable to formulate policies, plans and programs including organizational vision, mission and goals						
1 Request NIA and other line agencies to facilitate policy planning workshop with IA offices and representatives from membership			3rd Qtr	-	-	-
2 Formulate plans and programs			3rd Qtr	-	-	-
3 Conduct proper documentation and recording of IA policies, plans and programs			3rd Qtr	-	-	-
4 Monitor and supervise implementation of the plans and programs			3rd Qtr	-	-	-
III. IA O & M Strengthening						
A. Formulated written practical O & M policies, rules and regulations						
1 Review and refinement of O & M policies during BOD meetings		<input type="checkbox"/> ████		2 meetings conducted	Extension of water del. To downstream far. 11 farmers violated cc. upstream	Coordinate w/ the LGU's Coordinate w/ the LGU's
2 Formulate implementing guidelines for proper guidance of the IA members				-		-
3 Request NIA to assist in O & M policy formulation				-		-
4 Conduct consultation and coordination with barangay and municipal officials in the process of policy formulation		<input type="checkbox"/> ████		2 meetings conducted	Needs assistance of PAO on legal matters	Consult PAO on legal matters
5 Request NIA to conduct training on irrigation system management			████	-		-
6 Document O & M policy implementation process		<input type="checkbox"/> ████	<input type="checkbox"/> ████	2 meetings conducted		-
7 Develop strategies to monitor, supervise and evaluate O & M activities at the TSAG level		████		-		-
8 Conduct regular field inspection and walkthrough to identify problems and issues concerning policy implementation		████	████	5 walkthroughs were conducted	Identified problems on water such as open gap silted	mobilize all members to participate
B. 90 % of members are well aware of O&M policy and rules and programs of the IA rules and programs of the IA						
1 Conduct regular information dissemination activities on O&M policies to IA members		<input type="checkbox"/> ████	<input type="checkbox"/> ████	6 meetings conducted	-	-
2 Develop and install information system				-	-	-
3 Set up information center & Bulletin boards				-	-	-
IV. IA O&M Strengthening 2.2						
A. IA property and equitably distribute irrigation water						
1 Prepare water distribution schedule and cropping calendar with full participation of IA members per TSA		████		Note! Reviewed the cropping calendar and water distribution plan		established by the IA federation
2 Disseminate prepared water distribution schedule and cropping calendar pattern to all members and farmers		████	████	Note! Cropping calendar and water distribution plan were disseminated through		"ricureda"
3 Monitor implementation of water schedule and cropping calendar of IA			<input type="checkbox"/> ████		-	-
4 IA initiate minor repair on irrigation canals and facilities avoid waster of water		████	<input type="checkbox"/>	3/5 IAs initiated minor repairs	Some do not participate	Formulate policies to impose fines for those not participate
5 Request NIA for Major repair on irrigation system (repair of steelgates and headgates during yearly maintenance activities		████		Federated IA requested for desilting of MC and hlateral canals	POW submitted but no funding	Dependent on the availability of funds

Table 2.5 Labangan Pilot IAs Strengthening Activity Report (3/7)

NAME OF IA : SANDATA FIA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
B. IA properly maintain irrigation canals and facilities for smooth conveyance of water						
1 Conduct regular and timely Canal clearly and timely activities		■	□	3/5 IAs conducted canal clearing activities	Some members not participate	Require all members to participate
2 Conduct regular monitoring of canals and facilities.		■	□	regular monitoring of canals and facilities	Some members not participate	
3 Coordinatewith DOH on Waste disposal management.		■		-	-	-
C Strict implementation of O & M fines and penalties and conflict resolution mechanism						
1 Coordinate with LGU officials and concerned line agencies on actions to be taken for implementation of disciplinary sanctions to farmers who violated O&M policies.			1st Qtr 2004	-	-	-
2 Conduct regular dialogue with farmers and water users to resolve issues affecting the water distribution		□	■	6 meetings conducted	Actual cultivators were represented	Require actual cultivators to attend
3 Develop and formulate specific measures and strategies		□	□	-	-	-
4 Monitor and evaluate implementation of O&M policies		□	□	federated IAs monitored and evaluated O&M policies for implementation	Extensionof water del. Downstream	Coordinate with the LGU's
5 Issuance of written notices, resolutions or memorandum		□	■	Written notices were issued to violators of cc.	Written notices were ignored	Coordinate with the LGU's
D. Activated functions of Service Committee and TSA Groups						
1 Organize and operationalize Service Committee			3rd Qtr 2003	-	-	-
2 Reorganize and activate TSA Groups.			□	6/33 TSA groups were re-organized and	Actual cultivators were represented by housewife,	require actual cultivators to attend
V. IA Financial Strengthening 3.2						
A. Sustained collection of members dues and registration fees						
1 Define and develop appropriate collection strategies.		■		-	-	-
2 Create task force collection by appointment of IA collectors.		■		-	-	-
3 Conduct regular house-to-house visitation to members.		■		-	-	-
4 Conduct regular monitoring and supervision of IA collectors remittance records		■		-	-	-
5 Facilitate on time issuance of official receipts to payee		■		-	-	-
6 Send notices or reminders of members of his/his financial obligation		■		-	-	-
B IA negotiated with NIA for type 1 and 2 contracts						
1 Prepare the documentary requirements and application at the NIA office			3rd Qtr 2003	-	-	-
2 Install O&M systems and procedures for operationalization of the Type 1 & 2 Contracts			3rd Qtr 2003	-	-	-
3 Monitor and supervise contracts implementation.				-	-	-
4 Prepare reports and submit to NIA office for payment of contracts				-	-	-

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Table 2.5 Labangan Pilot IAs Strengthening Activity Report (4/7)

NAME OF IA : SANDATA FIA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
C Improved financial management capabilities of IA						
1 Request NIA and other line agencies to conduct trainings on financial management				-	-	-
2 Monitor and evaluate IA financial performance and Documents			3rd Qtr 2003	-	-	-
D. Installed proper financial recording system.						
1 Conduct review and consolidation of financial documents and update financial			3rd Qtr 2003	-	-	-
2 Appoint a Bookkeeper for financial recording and external audit			3rd Qtr 2003	-	-	-
3 Install financial recording system with the help of NIA and other line agencies			3rd Qtr 2003	-	-	-
4 Prepare regular financial reports for the submission to IA officers, TSAG leaders and members			3rd Qtr 2003			
E Installed economic support projects to IA members						
1 Develop capital build-up plan for fund sourcing			3rd Qtr 2003	-	-	-
2 Prepare feasibility study for possible livelihood assistance				-	-	-
3 Negotiate for better price of palay and marketing arrangement and apply accreditation with the NFA				-	-	-
4 Facilitate/access reasonable price of agricultural inputs for				-	-	-
5 Request LGU for support in improvement of farm-to-market roads for easy delivery and hauling of agricultural products to the market			3rd Qtr 2003	-	-	-
6 Request NIA and other line agencies to conduct training in business planning &				-	-	-
7 Request government line agencies for technical and financial assistance to improve economic conditions of the farmer members				-	-	-

Table 2.5 Labangan Pilot IAs Strengthening Activity Report (5/7)

NAME OF IA : MUCHRIST IA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
I. IA Organizational Strengthening 1.1						
A. Organization of new IA's based on hydrological boundaries					Limited time as performing other functions as	
1 Conduct study on organizational division based on hydrological boundaries	<input type="checkbox"/>			4/4 of 100%	ethnic differences difficulty in conducting meeting due to	increase no. of IA's from 4-17
2 Update list of farmers per target area (based on the proposed)	<input type="checkbox"/>	<input type="checkbox"/>		80% (539/674) farmers updated	actual cultivators wwere compressed	Actual cultivators
3 Update masterlist of registered members per IA.	<input type="checkbox"/>	<input type="checkbox"/>		80% (539/674) farmers	Land conflict Rotation among heirs subdivided among heirs	Actual cultivator Actual cultivator Land title as reference
4 Conduct series of consultation with farmers		<input type="checkbox"/>	<input type="checkbox"/>	15 meetings conducted	Difficult to conduct meetings during land	Conduct meeting after land prep. and harvesting
5 Identify potential leaders per target division		<input type="checkbox"/>	<input type="checkbox"/>	29 potentials leaders identified	Some hesitant to accept responsibility	constant motivation to potential leaders
6 Conduct TSAG G.A.			<input type="checkbox"/>	25/44 TSAG conduct GA	Some participants not registered members	Require registered members to attend
7 Conduct election of leaders per designated TSAG.			<input type="checkbox"/>	25/44 election TSAG officers has been conducted	Some participants not registered members	Require registered members to attend
8 Conduct IA GA. & election of officers			<input type="checkbox"/>	15 IA GA and election officers conducted	Some participants not registered members	Require registered members to attend
9 Prepare and adopt CBL per new IA						
10 Prepare registration documents per IA						
11 Submit and follow up application for registration with SEC office						
12 Conduct council IA meetings for preparation of IA organization						
13 Prepare CBL for new council of IA						
14 Conduct GA and election of officers of the council of IA						
15 Prepare registration documents of the council of IA						
16 Submit and follow up application for registration to SEC office						
B 90 % of members actively participated all IA activities						
1 Conduct regular meetings at TSAG and IA level		<input type="checkbox"/>	<input type="checkbox"/>	25 meetings conducted		
2 Conduct massive information/dissemination on provision of the CBL IA plans & programs		<input type="checkbox"/>		25 meetings conducted		
C Functional & Operational Standing Committees						
1 Identify potential IA members to compose the different functional committees						
2 Request NIA & other line agencies to orient and train the committees						
3 Conduct committee planning workshop						
4 Monitor implementation of committee activities and performance						
5 Conduct of assissment of committee and responsibilities for						
II. IA Organizational Strengthening 1.8						
A. 90% of IA Officers and TSAG leaders understood and effectively discharge their duties and responsibilities						
1 Conduct review of task and function stipulated in the CBL, with all the officers and leaders	<input type="checkbox"/>			Conducted review of task and function with the federated IA	newly elected IA officers failed to attend	Require newly elected officers to
2 Conduct regular BOD and TSAG meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4 BOD meetings conducted		
3 Request NIA and other line agencies to conduct trainings			3rd Qtr			
4 Request NIA and other line agencies to support financial requirements for training activities of the IA			3rd Qtr			
B 90% of IA leaders capable to formulate policies, plans and programs including organizational vision, mission and goals						
1 Request NIA and other line agencies to facilitate policy planning workshop with IA officers and representatives from membership			3rd Qtr			
2 Formulate plans and programs			3rd Qtr			
3 Conduct proper documentation and recording of IA policies, plans and programs			3rd Qtr			
4 Monitor and supervise implementation of the plans and programs			3rd Qtr			

Table 2.5 Labangan Pilot IAs Strengthening Activity Report (6/7)

NAME OF IA :MUCHRIST IA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
III. IA O & M Strengthening						
A. Formulated written practical O & M policies, rules and regulations						
1 Review and refinement of O & M policies during BOD meetings		<input type="checkbox"/>		2 meetings conducted	Extension of water del. To downstream far. 11 farmers violated cc. upstream	Coordinate w/ the LGU's Coordinate w/ the LGU's
2 Formulate implementing guidelines for proper guidance of the IA members						
3 Request NIA to assist in O & M policy formulation						
4 Conduct consultation and coordination with barangay and municipal officials in the process of policy formulation		<input type="checkbox"/>		2 meetings conducted	Needs assistance of PAO on legal matters	Consult PAO on legal matters
5 Request NIA to conduct training on irrigation system management			<input type="checkbox"/>			
6 Document O & M policy implementation process		<input type="checkbox"/>	<input type="checkbox"/>	2 meetings conducted		
7 Develop strategies to monitor, supervise and evaluate O&M activities at the TSAG level		<input type="checkbox"/>				
8 Conduct regular field inspection and walkthrough to identify problems and issues concerning policy implementation		<input type="checkbox"/>	<input type="checkbox"/>			
B. 90 % of members are well aware of O&M policy and rules and programs of the IA rules and programs of the IA						
1. Conduct regular information dissemination activities on O&M policies to IA members		<input type="checkbox"/>	<input type="checkbox"/>	25 meetings conducted	Some failed to attend Some actual cultivators were represented by housewife ,	Require actual cultivators to attend
2. Develop and install information system						
3. Set up information center & Bulletin boards						
IV. IA O&M Strengthening 2.2						
A. IA property and equitably distribute irrigation water						
1 Prepare water distribution schedule and cropping calendar with full participation of IA members per TSA		<input type="checkbox"/>		Note! Reviewed the cropping calendar and water distribution plan		established by the IA federation
2 Disseminate prepared water distribution schedule and cropping calendar pattern to all members and farmers		<input type="checkbox"/>	<input type="checkbox"/>	Note! Cropping calendar distribution plan were disseminated		
3 Monitor implementation of water schedule and cropping calendar of IA		<input type="checkbox"/>	<input type="checkbox"/>			
4 IA initiate minor repair on irrigation canals and facilities avoid waster of water		<input type="checkbox"/>	<input type="checkbox"/>			
5 Request NIA for Major repair on irrigation system (repair of steelgates and headgates during yearly maintenance activities)		<input type="checkbox"/>		Federated IA requested for desilting of MC and lateral canals	POW submitted but no funding	Dependent on the availability of funds
B. IA properly maintain irrigation canals and facilities for smooth conveyance of water						
1 Conduct regular and timely Canal clearing and timely activities		<input type="checkbox"/>	<input type="checkbox"/>	Dependent upon NIA	Most of the farmers are not participate	Motivate the farmers to participate
2 Conduct regular monitoring of canals and facilities.		<input type="checkbox"/>	<input type="checkbox"/>	Dependent upon NIA		
3 Coordinate with DOH on Waste disposal management.		<input type="checkbox"/>				
C. Strict implementation of O & M fines and penalties and conflict resolution mechanism						
1 Coordinate with LGU officials and concerned line agencies on actions to be taken for implementation of disciplinary sanctions to		1st Qtr 2004				
2 Conduct regular dialogue with farmers and water users to resolve issues affecting the water distribution		<input type="checkbox"/>	<input type="checkbox"/>			
3 Develop and formulate specific measures and strategies		<input type="checkbox"/>	<input type="checkbox"/>			
4 Monitor and evaluate implementation of O&M policies		<input type="checkbox"/>	<input type="checkbox"/>	federated IAs monitored and evaluated	Extension of water del. Downstream 2 farmers violated cc. Upstream	Coordinate with the LGU's
5 Issuance of written notices, resolutions or memorandum		<input type="checkbox"/>				

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Table 2.5 Labangan Pilot IAs Strengthening Activity Report (7/7)

NAME OF IA :MUCHRIST IA

NAME OF SYSTEM : LABANGAN RIVER IRRIGATION SYSTEM (LABRIS)

REGION : IX

PILOT IA's Consolidated PCM Action Plan	2002	2003		Accomplishment as of April 30, 2003	Issues/Problems on the implementation of Action Plans	Future Plans & Programs of IAs
	4th Qtr	1st Qtr	2nd Qtr			
D. Activated functions of Service Committee and TSA Groups						
1 Organize and operationalize Service Committee			3rd Qtr 2003			
2 Reorganize and activate TSA Groups.			<input type="checkbox"/>			
V. IA Financial Strengthening 3.2						
A. Sustained collection of members dues and registration fees						
1 Define and develop appropriate collection strategies.		■				
2 Create task force collection by appointment of IA collectors.		■				
3 Conduct regular house-to-house visitation to members.		■				
4 Conduct regular monitoring and supervision of IA collectors remittance records		■				
5 Facilitate on time issuance of official receipts to payee		■				
6 Send notices or reminders of members of his/his financial obligation		■				
B. IA negotiated with NIA for type 1 and 2 contracts						
1 Prepare the documentary requirements and application at the NIA office			3rd Qtr 2003			
2 Install O&M systems and procedures for operationalization of the Type 1 & 2			3rd Qtr 2003			
3 Monitor and supervise contracts implementation.						
4 Prepare reports and submit to NIA office for payment of contracts						
C. Improved financial management capabilities of IA						
1 Request NIA and other line agencies to conduct trainings on financial management		■				
2 Monitor and evaluate IA financial performance and Documents			3rd Qtr 2003			
D. Installed proper financial recording system.						
1 Conduct review and consolidation of financial documents and update financial			3rd Qtr 2003			
2 Appoint a Bookkeeper for financial recording and external audit			3rd Qtr 2003			
3 Install financial recording system with the help of NIA and other line agencies			3rd Qtr 2003			
4 Prepare regular financial reports for the submission to IA officers, TSAG leaders and members			3rd Qtr 2003			
E. Installed economic support projects to IA						
1 Develop capital build-up plan for fund sourcing			3rd Qtr 2003			
2 Prepare feasibility study for possible livelihood assistance						
3 Negotiate for better price of palay and marketing arrangement and apply accreditation with the NFA						
4 Facilitate/access reasonable price of agricultural inputs for						
5 Request LGU for support in improvement of farm-to-market roads for easy delivery and hauling of agricultural products to the market			3rd Qtr 2003			
6 Request NIA and other line agencies to conduct training in business planning &						
7 Request government line agencies for technical and financial assistance to improve economic conditions of the farmer members						

Table 2.6 Mal Pilot IAs Strengthening Activity Report (1/3)

NAME OF IAs : WESLASUFIA, LABAKAFIA, MALKAIRA
 NAME OF SYSTEM : MAL RIS
 REGION : XI, DAVAO CITY

1.1: Sub-Project Building Productive IAs

Pilot IAs consolidated PCM Action Plan	Accomplishments as of April 3, 2003	Issues/Problems on the Implementation of Action Plans	Future Plans and Programs of IAs
1 100% of IA Leaders & members discharge their duties and responsibilities			
1 Update masterslist of members with tenurial status	IA masterslist are updated (3 pilot IAs)		Motivate non-members to become members of the IA
2 Formulate and impose disciplinary actions/sanctions and penalties against earing members	Formulated O&M policies Revised O&M plans relative to Cropping Calendar Water distribution Maintenance and conflict management	IA policies were formulated not strictly implemented	100% strict implementation will start wet season of 2003
3 Coordinate with NIA and other agencies for necessary training needs	Coordinated with East West seed company.		
	Trained IA on vegetable production, technology and supervision for the entire cropping period		
	Implemented farm trust management thru IA officers CBU		
	Identified farm lot, seed bed preparation, planting and crop maintenance		
2 All Members are active and participative in all IA activities			
1 Distribute written notice 3 days before the conduct of meetings and other IA activities	3 IAs write their notice of meeting in the bulletin board FIG leaders personally follow-up		
2 Formulate and impose disciplinary actions sanctions and penalties to every members	For those who are absent in meetings, sanctions are: MALKAIRA & WESLASUFIA - BOD = 100.00; Members = 80.00 LABAKAFIA BOD/MEMBERS =100.00		
3 Promote wider consideration & participation of members	Disseminated new IA policies formulated: No payment no water. Non-members second priority in water.		
3 100% of members are fully aware of the provision			
1 Conduct massive info-dissemination at FIG level of the provision of by-laws	Officers are still on process of reviewing their by-laws		
2 Distribute a copy of Ia by-laws to all members.			
3 Conduct regular amendments on some provision ob by-laws to suit the present situation of the IA.			
4 Conduct Regular FIG and G.A. meeting to orient members of their duties and responsibilities	3 IAs have already reviewed and presented the Duties and Responsibilities of IA members during the April BOD and G.A. meeting		
4 WESLASUFIA/LABAKAFIA			
100% of farmer-beneficiaries apply and accepted as members regardless of tenurial status			
1 Conduct massive membership campaign and recruitment to prospective members	Reoriented the farmers on membership agreement and membership application forms and reviewed the duties and responsibilities of members		
2 Distribute membership application and agreement forms	Farmers filled-up membership application forms	Some members did not return the forms	Needs follow-up
	Motivated non-members to become member of the association		
5 Provide material assistance to IA officers	Provide boats, bike, battery, gasoline, cigarettes and merienda		

1.2 Sub-Project Installing Management Competencies

Delivery Output	Accomplishment as of April 30, 2003	Issues/Problems on the Implementation of Action Plans	Future Plans and Programs of IAs
1 All IA Leaders and committees are functional.			
1 Attend all types of trainings provided by NIA and other agencies	Attended FMS & organizational Training, System Management O&M policies formulation. Attended Easty West training on vegetable production. Monsanto - seed production Growers Training	Funding Constraints	Conduct FMS,SMW BLDC, Records Mgt. Parliamentary Procedures Increase area Hybrid rice and comproduction
2 Conduct Regular election according to by-laws.	Practiced as stipulated in the by-laws.		
3 Evaluate performance of committees and provide necessary directions	For implementation amendment and modification wet	No institutional officer to guide the IA due to IDP funding constraints	increase area for hybrid rice and corn production
2 Officers have sufficient Management capabilities.			
1 Conduct planning and assessment workshop on the status of IA and provide feedback to members	Planning, and assessment were conducted to officers only. Initial re-echo has been done but limited to officers level. Re-echo to members will be done on wet season 2003.		re-echo to members will be undertaken to wet season 2003
2 Conduct re-echo to members of learnings gained from tmg.			
3 100% of IA records are complete and updated.			
1 Construct IA office to maintain good record filing and safe keeping of IA documents		Weslasufia,Labakafia, no building yet Malkaira, unfinished building	Bought steel cabinet conduct Records Management Training
2 Install/prepare necessary forms and records for recording of IA operations	Xerox forms necessary for updating of records.		Training
3 Conduct regular updating of IA records	Purchase Book of accounts, record books.		
4 Evaluate performance of leaders who are responsible for record keeping			

Table 2.6 Mal Pilot IAs Strengthening Activity Report (2/3)

IA Strengthening

2.1 Sub-Project Formulating Rational O&M Policy and Plan			
Delivery Output	Accomplishment as of April 30, 2003	Issues/Problems on the Implementation of Action Plans	Future Plans and Programs of IAs
1 General Membership are aware of the importance of IA O&M Plans and Policies			
1 Conduct massive info dissemination of IA O&M	WESLASUFIA, LABAKAFIA, MALKAIRA: O&M Plans disseminated of IA O&M and policies at FIG level		For implementation this wet season of 2003
2 Post to conspicuous places the IA O&M plans and policies at FIG level			
3 Conduct consultation on the formulation, implementation of IA			
2 IA Officers are adequately trained and are capable to prepare practical O&M plans and policies suited to FIG operations			
1 Conduct regular assessment at IA level of the implementation of O&M plans and policies	The formulated policies of IA will be strictly implemented this coming wet season 2003		
2 Coordinate with NIA regarding training on Management of O&M policies			
3 Attend training on Management of O&M policies	O&M policies formulated on February 10 - 11, March 24-24, 25-26, and 26-27, 2003		monitoring on the strict implementation of plans
4 Formulate the O&M plans and policies every cropping season			
3 Well coordinated implementation of O&M plans and policies among IAs, Federation, NIA & LGUs			
1 Attend NIA-IA O&M Conferences to plan and evaluate IA O&M plans and policies	Undertaken during NIA-IA interface meeting every 1st Tuesday of the month		
2 Coordinate with Federations, NIA and LGU in implementation and monitoring of IA O&M plans and policies as well as enforcing of penalties and sanctions			Strict implementation of sanctions will be enforce this wet season 2003

3.2: Sub Project Collection Enhancement of IA Dues and ISF

Pilot IAs consolidated PCM Action Plan	Accomplishments as of April 3, 2003	Issues/Problems on the Implementation of Action Plans	Future Plans and Programs of IAs
1 High incentives out of O&M contracts.			
1 Intensify ISF collection 2 Impose sanctions against erring members and non-members in the payment of ISF 3 1.3 Intensify collection of back accounts.	IA type 2 shares = Malkaira 75% Labakafia - 91% Weslasufia = 81% Malkaira & Weslasufia: Submit to MAL. Office LIPA. Upon receipt of billing IA call GA meeting inform IA that 1 week after harvest ISF collection will be made. After which if IA cannot give cash, collection will be in kind. Informed IA that if he cannot pay current ISF, he cannot get water in the next cropping For Back account, partial or full payment is a must. Weslasufia, Labakafia - For back account 25 % must be paid. Makaira - 50% of back account	as of May 6 2003 payments made are: 1. Malkaira - 0 2. Labakafia - 114,277.03 3. Weslasufia - 31,906.00 Absentee land owner cannot pay immediately their ISF	Establish agreement between land owner & actual teller
2 Linkages with government agencies and NGOs			
1 Establish linkages and coordinates with appropriate government and non-government organization in the provision of agri-support services including the establishment of agri-business and livelihood ventures	DA grant plant now pay laTER SEEDS MALKAIRA - 47,000.00 BAL. 20,000 due to crop failure WESLASUFIA- 24,000 bal. 4,000 Monsanto- Corn - 7 Has. Rental 8,000.00/Has. Growership - .5 Has. IA receives 500/Ha. incentive but in kind DA avail F1 seed - Hybrid Rice 200 incentive to IA LABAKAFIA - Rice seed production from Monsanto 15 Has.		Dry 2003 And Wet 2003
3 IA have other sources including the operations of business			
1 Establish linkages & coordination with appropriate gov't and NGO in the provision of agri-support services including the establishment of agri-business and livelihood ventures	-do-		
4 All members pay IA dues & fees			
1 Impose sanctions against erring members and non-members			
2 Provide incentives and privileges to complying members (Weslasufia & Labakafia)	Weslasufia - 500.00 to all officers, FIG 1 Can palay per Ha. MALKAIRA - 800.00 to Pres. Treas, Sec, Vice Every cropping Labakafia - Every 6 months		
3 Conduct regular audit of IA finances (Weslasufia & Labakafia)			
5 Efficient collection of back account			
1 Intensify collection of back accounts	Collect partial payment of back account every cropping 25% Weslasufia, Labakafia 50% Malkaira		
6 Effective Mgt. of finances aand other resources			
1 prepare periodic Ia financial reports for presentation	Financial report presented every G.A. meeting before and after cropping season		
2 Conduct financial Mgt. Training to IA present & potential leaders	IA officers were given FMS training on March 24-27 (two batches)	IAs were not knowledgeable in handling the financial recordings of the association	FMS Training must be conducted at IA level

Table 2.6 Mal Pilot IAs Strengthening Activity Report (3/3)

MAL RIS ACTIVITIES FROM JANUARY TO APRIL 2003

January
<ul style="list-style-type: none"> * Consultation and Planning meeting with IA officers re: JICA program on marketing assembly * Marketing assembly meeting of Mal RIS IA together with other CIS IS with dealers and other agencies * Renewed IA policies for organizational, O&M financial relation to farm thrust management and marketing * Updating of Master list
February
<ul style="list-style-type: none"> * Identification of area for farm trust management * East West conducted on vegetable production to IA officers * IA conducted general assembly meeting for CBU implementation * BOD meetings conducted for CBU formulation * Attended IA assessment/formulation re" O&M plans and policies CBU policy formulation
March
<ul style="list-style-type: none"> * Served bills to IAs * Harvesting time * Collected ISF from members * Collection of yearly dues/membership fees * Collection of CBU * Attended FMS & Organizational training for enhancement
April
<ul style="list-style-type: none"> * BOD consultative meeting with East West * Preparation of land for farm trust - 2,000 sq. meters *Seed bed preparation * Transplanting * Crop monitoring & management

Table 2.7 Pulangui Pilot IAs Strengthening Activity Report
IA Status before the study

Name of IA	Organization	Operation & Maintenance (O&M)	Financial
Paradise G5 & G6	BOD, TSA General Assembly meeting not conducted; needs re-organization	<ul style="list-style-type: none"> • Maintenance activities thru takay • no assistance in ISF collection 	No capital build-up
Kahugpungan	BOD, TSA, General Assembly meeting conducted as the need arise; 90% of the members did not attend IA plans, policies	Maintenance activites thru takay, ISF Collection low- CA CE – 19%	No capital build-up
MAD	BOD, TSA, General Assembly meeting conducted as the need arise; 90% of the members did not attend IA plans, policies	Maintenance activites thru takay, ISF Collection = 53%	No capital build-up

IA Status After the study

Name of IA	Organization	Operation & Maintenance (O&M)	Financial
Paradise G5 & G6	Conducted General Assembly Meeting for re-organization	<ul style="list-style-type: none"> • Initiated members participation in maintenance works • ISF Coll'n. Campaign 	
Kahugpungan	<ul style="list-style-type: none"> • Conducted 4 x BOD meetings, conducted 4 x TSA meetings, scheduled General Assy Meeting (May 30, 2003) • Reviewed policies and ordinances 	<ul style="list-style-type: none"> • Monitored maintenance works, water distribution schedule, farming activities per TSA • Increase ISF Coll'n. CA CE = 55% 	<ul style="list-style-type: none"> • Increase CBU • Solicited from LGU
MAD	<ul style="list-style-type: none"> • Conducted 3 x BOD meetings • Validate IA membership 		Generated IA income thru farming

NAME OF IA	ISSUES & PROBLEMS	FUTURE PLANS
Paradise G5 & G6 Kahugpungan MAD	<ul style="list-style-type: none"> • During IA activities only 30-40% of the total number of members participated (meetings, maintenance). • 90 – 100% Collection Efficiency is not attained • During BOD meeting only 60% attendance of the target participated. 	<ul style="list-style-type: none"> • Complete per TSA actual mapping, filling up of membership forms and conduct membership awareness seminar. • Mobilized 80% of IA members in meetings, maintenance activities. • Establish/install regular/monthly BOD/TSA meeting with 90 – 100% IA members & leaders participation. • Disseminate IA plans & policies to 90% of the total members.

Table 2.8 Assessment of Performance in Canal Clearing, Lateral E (1/2)

AMANA IA

Assessment Parameters	Positive things happen	Negative things happen	Action to be undertaken to strengthen and avoid things to happen	Person responsible
1. Attendance (Target 60 vs. Actual 37 = 60%).	<ul style="list-style-type: none"> ➤ All farmers have their own tools ➤ All farmers actively participating 	<ul style="list-style-type: none"> ➤ Only 60% of target attendance ➤ Some farmers did not attend, because of Fiesta 	<ul style="list-style-type: none"> ➤ Advance information & invitation for canal clearing ➤ No schedule of cleaning for 3 days after the fiesta ➤ Maintenance work will be compulsory to all farmer beneficiaries 	<ul style="list-style-type: none"> ➤ Secretary of IA, BOD
2. Farmers arrival (target time 7:30 vs. actual arrival 8:00)	<ul style="list-style-type: none"> ➤ Even though some of the farmers were late, they should participate 	<ul style="list-style-type: none"> ➤ Late arrival of farmers in canal clearing ➤ Some farmers arrive when the work is already finished 	<ul style="list-style-type: none"> ➤ Invitation to work should be delivered early 	<ul style="list-style-type: none"> ➤ Secretary of IA
3. Farmers readiness (number of farmers who brought tools)	<ul style="list-style-type: none"> ➤ 100% of farmers brought their own tools 	<ul style="list-style-type: none"> ➤ Some farmers wait for instructions from their leaders (wait & see attitude) 	<ul style="list-style-type: none"> ➤ Each farmer should be given his respective area of responsibility for the clearing of canal 	<ul style="list-style-type: none"> ➤ BOD
4. Farmer's participation (number of farmers actually doing the work).	<ul style="list-style-type: none"> ➤ All farmers must participate 	<ul style="list-style-type: none"> ➤ 	<ul style="list-style-type: none"> ➤ TSA Leader should inform his respective farmer member 	<ul style="list-style-type: none"> ➤ TSA Leader
5. Length of canal maintained (500 m. vs. 400 m. = 80%)	<ul style="list-style-type: none"> ➤ 200 m. clean and clear canals for 40 min. 	<ul style="list-style-type: none"> ➤ Big trees were not been cleared 	<ul style="list-style-type: none"> ➤ Ask permission to the person who planted the tree to cut it 	<ul style="list-style-type: none"> ➤ BOD
6. Delivery of water in the canal.	<ul style="list-style-type: none"> ➤ Sufficient water 	<ul style="list-style-type: none"> ➤ No control structures or checkgates 	<ul style="list-style-type: none"> ➤ Report to NIA and conduct inventory of functional structures 	<ul style="list-style-type: none"> ➤ BOD
7. Items of work to be done <ul style="list-style-type: none"> • Canal clearing • Desilting • Removing of debris etc... 	<ul style="list-style-type: none"> ➤ Small trees were eliminated ➤ No desilting has been done because of the amount of water in the canal ➤ Water flows easily and could be delivered on parts of the IA 	<ul style="list-style-type: none"> ➤ Big trees not cleared 	<ul style="list-style-type: none"> ➤ Canal clearing must be done when there is no water schedule in the lateral canal 	<ul style="list-style-type: none"> ➤ BOD ➤ BOD, IA, NIA

ATIDU IA

Assessment Parameters	Positive things happen	Negative things happen	Action to be undertaken to strengthen and avoid things to happen	Person responsible
8. Attendance (Target 40 vs. Actual 15 = 37%).	<ul style="list-style-type: none"> ➤ All farmers present, actively participated ➤ Willingness to work 	<ul style="list-style-type: none"> ➤ Lack of cooperation ➤ Conflict of schedule ➤ Lack of policy/ sanctions for clearing activities 	<ul style="list-style-type: none"> ➤ Formulate policy with sanction of penalties for not participating maintenance activity 	<ul style="list-style-type: none"> ➤ Service committee chairman/ BOD
9. Farmers arrival (target time 7:30 vs. actual arrival 7:30, 6 out 15 arrived)	<ul style="list-style-type: none"> ➤ Initiative of farmers to start the activity 	<ul style="list-style-type: none"> ➤ Lack of info dissemination ➤ Clearing activity not accomplished 	<ul style="list-style-type: none"> ➤ Strict implementation of policy, monitoring and evaluation ➤ Motivate other farmers to come on time 	<ul style="list-style-type: none"> ➤ TSA Leaders/ BOD
10. Farmers readiness (number of farmers who brought tools)	<ul style="list-style-type: none"> ➤ All farmers brought clearing tools 	<ul style="list-style-type: none"> ➤ Grass (cut) were left in the canal 	<ul style="list-style-type: none"> ➤ Inform members to remove grass from the canal 	<ul style="list-style-type: none"> ➤ TSA Leaders/ BOD
11. Farmer's participation (number of farmers actually doing the work).	<ul style="list-style-type: none"> ➤ Farmers present, participated actively 	<ul style="list-style-type: none"> ➤ Poor participation (37%) 	<ul style="list-style-type: none"> ➤ Formulate policy with sanction of penalties for not participating maintenance activity 	<ul style="list-style-type: none"> ➤ TSA Leaders
12. Length of canal maintained (target 500 m. vs. actual 400 m. = 80%)	<ul style="list-style-type: none"> ➤ Fast/consistent in working 	<ul style="list-style-type: none"> ➤ Dependency of other farmers ➤ Target was not attained 	<ul style="list-style-type: none"> ➤ 	<ul style="list-style-type: none"> ➤
13. Delivery of water in the canal.	<ul style="list-style-type: none"> ➤ Sufficient water in the canal 	<ul style="list-style-type: none"> ➤ Some portion of the canal cannot be cleared 	<ul style="list-style-type: none"> ➤ Reduce water delivery during clearing 	<ul style="list-style-type: none"> ➤ ISO, IA
14. Items of work to be done <ul style="list-style-type: none"> • Canal clearing • Desilting • Removing of debris etc... 	<ul style="list-style-type: none"> ➤ Actual 80% of target were accomplished 	<ul style="list-style-type: none"> ➤ 20% not cleared 	<ul style="list-style-type: none"> ➤ Policy sanctions 	<ul style="list-style-type: none"> ➤ IA Officer

Table 2.8 Assessment of Performance in Canal Clearing, Lateral E (2/2)

BUNASABALA IA

Assessment Parameters	Positive things happen	Negative things happen	Action to be undertaken to strengthen and avoid things to happen	Person responsible
15. Attendance (Target 57 vs. Actual 56 = 98%).	<ul style="list-style-type: none"> ➤ 99% of the target farmer attended the canal clearing ➤ 4 women attended the activity 	<ul style="list-style-type: none"> ➤ Some leaders were absent but their member are present 	<ul style="list-style-type: none"> ➤ Formulate policy on canal clearing. ➤ Conduct intensive ground working to farmers/leaders 	<ul style="list-style-type: none"> ➤ BOD/IA Officers
16. Farmers arrival (target time 7:30 vs. actual arrival 7:00 work started)	<ul style="list-style-type: none"> ➤ 60% on time 	<ul style="list-style-type: none"> ➤ 39% arrive late 	<ul style="list-style-type: none"> ➤ Formulate/implement policies 	<ul style="list-style-type: none"> ➤ METC/TSA Leader
17. Farmers readiness (number of farmers who brought tools)	<ul style="list-style-type: none"> ➤ 100% of farmers attended and bring their own tools 	<ul style="list-style-type: none"> ➤ Some tools are not properly sharpen 	<ul style="list-style-type: none"> ➤ Formulate/implement policies 	<ul style="list-style-type: none"> ➤ Member/TSA Leader
18. Farmer's participation (number of farmers actually doing the work).	<ul style="list-style-type: none"> ➤ 98% of farmers attend/participated 	<ul style="list-style-type: none"> ➤ There are farmers who are only watching to those who doing the activity 	<ul style="list-style-type: none"> ➤ Conduct membership orientation 	<ul style="list-style-type: none"> ➤ METC/TSA Leader, IA Officer
19. Length of canal maintained (target 500 m. vs. actual 600 m.= 120%)	<ul style="list-style-type: none"> ➤ Exceed on the target of length of canal to be cleared 	<ul style="list-style-type: none"> ➤ 	<ul style="list-style-type: none"> ➤ N/A 	<ul style="list-style-type: none"> ➤ N/A
20. Delivery of water in the canal.	<ul style="list-style-type: none"> ➤ There is water flow in the canal 	<ul style="list-style-type: none"> ➤ Insufficient amount of flowing water 	<ul style="list-style-type: none"> ➤ Coordinate with the upstream IA ➤ Strict implementation of agreement ➤ Coordinate with the watermaster 	<ul style="list-style-type: none"> ➤ IA President, TSA Leader, Watermaster
21. Items of work to be done <ul style="list-style-type: none"> • Canal clearing • Desilting • Removing of debris etc... 	<ul style="list-style-type: none"> ➤ 100% of the canal cleared as per target 	<ul style="list-style-type: none"> ➤ Only 20-30% of the canal are reshape 	<ul style="list-style-type: none"> ➤ Formulate policy on canal clearing. ➤ Conduct intensive ground working to farmers/leaders 	<ul style="list-style-type: none"> ➤ BOD/IA Officers

Table 2.9 Proposed IA Reorganization Plan Based on Hydrological Boundary (1/2)

Amana IA

ACTIVITY	TARGET	2003							2004	2005	Person Responsible	Materials Needed
		J	J	A	S	O	N	D				
1. Conduct walk thru to define the actual boundary.	24 TSA	■	■							TSAL & Members	Parcellary Map	
2. Prepare TSA Mapping	24 STA	■	■							TSAL	Parcellary Map	
3. Update/validate list of farmers	500 Farmers	■	■							METC & TSAL	Masterlist of Farmers	
4. Conduct series of TSAG consultation	24 TSAGs		■	■						TSAG Leaders	Updated list of farmers/ TSA/Parcellary Map	
5. Conduct IA assessment/ planning workshop	2 times		■	■						BOD	Updated list of farmers/ TSA/Parcellary Map	
6. Formation of Ad Hoc committee for IA restructuring	4 Committees			■						BOD	Re organizational Plan	
7. Conduct IA restructuring	240 Farmers	■	■							TSAG Leaders	List of Farmers /TSA	
a) Identify IDPL	4 Committees			■						TSAG Leaders	List of Farmers /TSA	
b) Formed organizing committee/ TSAG	24 TSAG						■			TSAG Leaders	List of Farmers /TSA	
c) Formed ACPL	3 times				■					BOD	By-laws	
d) Conduct review/formulate IA by-laws	24 TSAG				■	■				METC & TSAG Leaders	By-laws	
e) Discussed/rectified by-laws at TSAG level	24 TSAG yrly					■		■	■	Election Committee	Venue, bond paper, pen	
f) Conduct TSAG election	Yearly					■		■	■	Election Committee	Venue, bond paper, pen	
g) Conduct IA election	1 time					■				NIA & IA	Training materials	
h) Conduct training	4 Committee					■				NIA & IA		
i) Formation of Ad hoc committee for CIA	3 times						■			Ad hoc committee		
j) Formulation of CIA by-law	New 5 IAs						■	■		Ad hoc committee		
k) Discussed rectified by-laws CIA	Yearly						■	■		Election Committee	Venue, bond paper, pen	
l) Conduct CIA election	2 times						■	■		DTI/NIA/DA/ATI	Training materials	

Atidu IA

1. Conduct walk thru to define the actual boundary.	6 TSA		■							BOD	Parcellary Map
2. Prepare TSA Mapping	6 TSA	■	■	■						WM/IDO/IDD	Parcellary Map
3. Update/validate list of farmers	217 Farmers	■	■	■						BOD/IDO	Masterlist of Farmers
4. Conduct series of TSAG consultation	6 TSAGs	■	■							TSA Leaders	Updated list of farmers/ TSA/Parcellary Map
5. Conduct IA assessment/planning workshop	3 times	■								NIA	Updated list of farmers/ TSA/Parcellary Map
6. Formation of Ad Hoc committee for IA restructuring	4 Committees						■			NIA/BOD	Re organizational Plan
7. Conduct IA restructuring	30 Farmers	■	■							IDO/NIA	List of Farmers /TSA
a) Identify IDPL	4 Committees			■						IA/NIA	List of Farmers /TSA
b) Formed organizing committee/ TSAG	6 TSAGs						■			IA/NIA	List of Farmers /TSA
c) Formed ACPL	3 times						■			IA/NIA	By-laws
d) Conduct review/formulate IA by-laws	6 TSA						■			IA/NIA/TSAG Leaders	By-laws
e) Discussed/rectified by-laws at TSAG level	6 TSA yearly						■	■	■	NIA	Venue, bond paper, pen
f) Conduct TSAG election	Yearly						■	■	■	NIA	Venue, bond paper, pen
g) Conduct IA election			■							NIA	Training materials
h) Conduct trainingn (Leadership)	4 Committee						■				
i) Formation of Ad hoc committee for CIA	3 times						■			Ad hoc committee	
j) Formulation of CIA by-law	New 5 IAs						■	■		Ad hoc committee	
k) Discussed rectified by-laws CIA	Yearly						■	■		Ad hoc committee	Venue, bond paper, pen
l) Conduct CIA election	2 times						■	■			Training materials
m) Conduct CIA training							■	■			

IDPL : Identification of Potential Leaders

ACPL : Ad hoc Committee Potential Leaders

Table 2.9 Proposed IA Reorganization Plan Based on Hydrological Boundary (2/2)

Bunasabala IA

ACTIVITY	TARGET	2003							2004	2005	Person Responsible	Materials Needed
		J	J	A	S	O	N	D				
1. Conduct walk thru to define the actual boundary.	4 IA	■	■								TSA Leader	Parcellary Map
2. Prepare TSA Mapping	19 TSAs		■	■							TSA Leader	Parcellary Map
3. Update/validate list of farmers	460 Farmers	■	■	■							TSA Leader	Masterlist of Farmers
4. Conduct series of TSAG consultation	19 TSAGs				■	■	■	■			TSA	Updated list of farmers/ TSA/Parcellary Map
5. Conduct IA assessment/planning workshop	2 times				■	■	■	■			IA/NIA	Updated list of farmers/ TSA/Parcellary Map
6. Formation of Ad Hoc committee for IA restructuring	4 committee			■							TSA/BOD	Re organizational Plan
7. Conduct IA restructuring	190 Farmers			■	■	■	■	■			TSA	List of Farmers /TSA
a) Identify IDPL				■	■	■	■	■				
b) Formed organizing committee/ TSAG	4 committee						■	■			BOD	List of Farmers /TSA
c) Formed ACPL	19 TSA							■			BOD	List of Farmers /TSA
d) Conduct review/formulate IA by-laws	2 times							■			BOD	By-laws
e) Discussed/rectified by-laws at TSAG level	19 TSA							■			BOD	By-laws
f) Conduct TSAG election	19 TSA yearly							■		■	TSAG/BOD	Venue, bond paper, pen
g) Conduct IA election	Yearly							■		■	BOD	Venue, bond paper, pen
h) Conduct training	3 times								■		NIA/IA	Training materials
i) Formation of Ad hoc committee for CIA	4 committee								■		BOD	
j) Formulation of CIA by-law	3 times							■			Ad hoc committee	
k) Discussed rectified by-laws CIA	5 new IAs							■			Ad hoc committee	
l) Conduct CIA election	Yearly							■		■	Ad hoc committee	Venue, bond paper, pen
m) Conduct CIA training	2 times							■			NIA/IA	Training materials

Labangan IA

1. Conduct walk thru to define the actual boundary.	June-Aug '03	■	■	■							IA Officer, IDO	Parcellary Map
2. Prepare TSA Mapping	June-Aug '03	■	■	■							IA Officer, IDO	Parcellary Map
3. Update/validate list of farmers	Jun-Nov '03	■	■	■	■	■	■	■			TSA Chairman, IDO	Masterlist
4. Conduct series of TSAG consultation	Jun-Nov '03	■	■	■	■	■	■	■			IA Officer, IDO	Office supplies
5. Conduct IA assessment/planning workshop	Sept-Nov '03				■	■	■	■			IDO, BOD	Office supplies
6. Formation of Ad Hoc committee for IA restructuring	Sept '03-Jun '04				■	■	■	■			IDO, IA President	Office supplies
7. Conduct IA restructuring	Jun '03-Sept '04	■	■	■	■	■	■	■			IDO, IA President	
a) Identify IDPL		■	■	■	■	■	■	■				
b) Formed organizing committee/ TSAG	Jun '03-Apr '04	■	■	■	■	■	■	■			IDO, IA President	CBL
c) Formed ACPL	Jun '03-Dec '04	■	■	■	■	■	■	■			IDO, IA President	CBL
d) Conduct review/formulate IA by-laws	Nov '03-Dec '04						■	■	■		BOD	CBL
e) Discussed/rectified by-laws at TSAG level	Nov '03-Dec '04						■	■	■		IA, TSAG Officer	CBL
f) Conduct TSAG election	Jul '03-Jun '04	■	■	■	■	■	■	■			IDO, IA President	CBL
g) Conduct IA election	Nov '03-Dec '04						■	■	■		IDO	CBL
h) Conduct training	May '04-Dec '05								■	■		
i) Formation of Ad hoc committee for CIA	May '04-May '05							■	■		IDO	Office supplies
j) Formulation of CIA by-law	May '04-May '05							■	■		IA	Office supplies
k) Discussed rectified by-laws CIA	Jun '04-Jun '05							■	■		BOD	Office supplies
l) Conduct CIA election	Jan-May '05								■		BOD	CBL
m) Conduct CIA training	Jun-Dec '05									■		

IDPL : Identification of Potential Leaders

ACPL : Ad hoc Committee Potential Leaders

Table 2.10 General IA Membership Policies (1/2)

ORGANIZATIONAL POLICY

I. MEMBERSHIP

1. All the farmers that are actually tilling the land within the IA coverage, regardless of his/her tenurial status (owner, lessee, tenant, etc...) are required for membership in the IA (compulsory) in case the landowner is not the one who actually till the land, he we look for a permanent person who will attend to all IA activities.
2. Each farmer member should pay his/her membership fee, annual dues and other fees required by the IA.
3. A farmer who is not an IA member has the last priority to use irrigation water and other benefits provided by IA.
4. A landowner who let his/her farm rented by another person will inform the IA of the person who rented his farm so that the IA can inform his/her of the IA policies.
5. A member who does not follow IA policies will be given fines and penalties accordingly by the IA.

II. MEETINGS

1. The IA will send a notice of meeting five days before the date of the actual meeting containing the agenda to be discussed.
2. An IA member, who can't attend the scheduled meeting because of some reasons, will send a representative to the said meeting. A fine of P50.00 will be charged to an IA member who does not send a representative.
3. An IA member, who does not attend a meeting without a valid reason will be fined P50.00. The fine will go to the IA fund.
4. An IA officer who is always absent during IA meeting will be called upon by the majority of the BODs to explain if she/he is still interested to do service to the IA. If the IA officer is not already interested, he will submit a resignation letter. The IA will facilitate an election for a new officer.
5. Each member will make a signature to a copy or list in the notice of meeting to make sure that he/she receives it and knows what the agendas to be discussed are.
6. Each IA member will be asked to give his/her ideas during IA meetings. He/she will be asked what he/she knows about the agendas being discussed.

OPERATION AND MAINTENANCE

1. WATER DELIVERY AND DISTRIBUTION

A. Turn out Service Area

1. The presence of every farmer is needed during water scheduling. Those who are absent will be given last priority.
2. The TSA leader has the right to open, close and adjust the turnout or steel gate.
3. No farmers could open the turnouts without permission to TSA leader or IA officer.
4. Each farmer member is obliged to repair their farm ditches.
5. Illegal checking must be removed during water crisis.
6. Farmers are not allowed to use irrigation water if it is not their schedule.

B. Lateral Canal

1. WRFT of NIA has the right and responsible to open and close the lateral steelgate. Nobody can open without permission to NIA.
2. No water delivery for un-maintained farm ditches of each TSA. in the canal.
3. Illegal checking in the canal is not allowed so that it could not hamper the flow of irrigation water.
4. Illegal turnouts are not allowed.
5. Opening of turnouts is not allowed if it is not the schedule of such turnout.

2. MAINTENANCE

The board of directors prepares the system maintenance plan and present to the General Assembly for approval to maintain lateral canal and farm ditches to be done by "dagyan system" or group work called by BOD and TSA leader.

A. Turn out Service Area

1. All farmers are obliged to repair their respective farm ditches as scheduled by TSA leaders & IA.
2. Carabao grazing & wallowing and other stray animals are prohibited in the irrigation canal. Repair and maintenance of facilities are the responsibility of the one who damaged it.
3. Illegal checking is prohibited that hamper the flow of irrigation canal.
4. Throwing of garbage and waste matter are prohibited in the canal.
5. Planting of crop along the canal within the irrigation and drainage canal is prohibited.
6. Closing and demolition of farm ditches and some structures without permission from BODs are prohibited.
7. Farmer members have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.

Table 2.10 General IA Membership Policies (2/2)

B. Within Lateral Canal

1. Carabao grazing, wallowing and other stray animals are prohibited in the irrigation/lateral canal.
2. Throwing of garbage and waste mater, broken bottles, dead animals are prohibited in the lateral canal.
3. Planting of crops along and within the irrigation and drainage is prohibited.
4. Cultivation along and within the embankment of lateral canal is prohibited.

3. SOME OF THE POLICIES AND OBLIGATIONS OF THE FARMERS.

1. Each farmer member has the right to report to the IA the farmers who always violate the rules and regulations.
2. If there is a problem in water delivery and distribution TSA leader should be consulted first.
3. TSA leader has the right to distribute water in his respective TSA.
4. Whoever violates the rules and regulations will be fined not less than P100.00.
5. Those who demolish or caught removing of flush board during water scheduling will be fined or penalized.

4. WHAT ARE THE THINGS TO BE DONE IF THERE IS CROP FAILURE

- Giving consideration to farmer with crop failure or with production of only below forty cavans /ha.
- Two weeks before harvesting, the farmer must inform the IA leader so that the crop failure exemption committee will inspect and evaluate the situation of the crop.

FINANCIAL POLICY

Internal Control System

1. The IA should deposit its fund on bank agreed by the majority of its members.
2. The IA Treasurer and IA President are the only authorized persons to deposit and withdraw IA funds.
3. Withdrawals from the bank should have the authorization of the BODs, and will not exceed P 1,000.00. If the amount to be withdrawn exceeds to P 1,000.00, authorization from the General Assembly is needed.
4. All IA expenses should be based on the existing IA financial plan of the year.
5. In IA expenses not included in the IA financial plan but needed by the IA, the BODs will make a resolution to authorize the said expenses.
6. The association will maintain a petty cash of P 1,000.00 in the hand of the IA Treasurer.
7. All income and expenses of the IA should be supported by vouchers and receipt.
8. The IA Treasurer will be required to submit a monthly report of expenses of the IA for good management of IA funds.
9. The IA Auditor is responsible for the auditing of IA Treasurers financial book and secretary/bookkeepers record every month.
10. An audited financial report shall be presented during assembly meetings.

POLICY ON CAPITAL BUILD-UP (CBU)

1. Each member will give/contribute one hundred pesos P100.00 per hectare every cropping season starting wet crop 2003.
2. The CBU of each member could not be withdrawn within three (3) years but notice must be given six (6) months prior to the withdrawal of CBU.
3. CBU should not be used for IA regular expenses.
4. The amount collected from the CBU must be presented and discussed by officials and members to plan IMT for the project.
5. The interest to be received by members from CBU depends on the amount contributed in CBU.
6. Each member who contributes in the CBU must give a passbook.
7. The IA must issue an official receipt in every CBU paid by its member.
8. The CBU program of IA is exclusive only for IA member.

Table 2.11 General IA Policy on O&M (1/5)

(AMANA IA)

1. OPERATION

1. WATER DELIVERY AND DISTRIBUTION

A. Turnout Service Area

1. TSA water distribution schedule meeting shall be held before land preparation. All farmers under the TSA shall attend the meeting. Those who are absent will be given last priority.
2. The TSA leader has the right to open, close and adjust the turnout or steel gate.
3. No farmers could open the turnouts without permission from TSA leader or IA officer. Offender on this clause shall have the following penalty:
 1. First offense a Summon Letter will be given to explain a reason for his violation.
 2. Second offense a penalty of P 500.00
 3. Third offense the water delivery will be cut.
4. Illegal checking must be removed during water crisis.
5. Farmers are not allowed to use irrigation water if it is not their schedule.
6. Only TSAG authorized turn out is allowed to draw irrigation water from canal. Other turnouts are defined, as illegal Turn out and illegal turn out are not allowed. Offender on this clause shall have the following penalty:
 1. First offense will be charge for accrued damage of government property.
7. Opening of turn out is not allowed if it is not the schedule of such turn out. Offender on this clause shall have the following penalty:
 1. First offense a Summon Letter will be given to explain a reason for his violation.
 2. Second offense a penalty of P 500.00
 3. Third offense the water delivery will be cut.
8. TSAG shall authorize alignments of farm ditches in the jurisdictive TSA for distributing irrigation water. The authorized alignments of farm ditches are necessary to be approved by BOD for officialization.
9. All farmers have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.
10. Removal or destroy of farm ditch is not allowed without permission from TSA Officer. Offender on this clause shall have the following penalty:
 1. First offense a Summon Letter will be given to repair the damage canal.
 2. Second offense a penalty of P 500.00 and including the penalty in the first offense.
 3. Third offense he will be accuse for the first and second penalty.
11. TSAG shall submit water request to IA one (1) week before the schedule of water delivery.
12. IA shall submit consolidated water request to NIA four (4) days before the schedule of water delivery.
13. Opening of turn out is not allowed if it is not the schedule of such turn out.
14. Illegal checking is prohibited that hamper the flow of irrigation canal.
15. Closing and demolition of farm ditches and some structures without permission from BODs are prohibited.
16. Farmer members have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.

B. Lateral Canal

1. Only WRFT of NIA has the right and responsible to open and close headgate and checkgate along main canal and lateral canal. Nobody can open without permission from NIA. Offender on this clause shall have the following penalty:
 1. First offense a Summon Letter will be given to explain a reason for his violation.
 2. Second offense a penalty of P 500.00
 3. Third offense the water delivery will be cut.
2. No water delivery to TSA if un-maintained farm ditches in the TSA.
3. Illegal checking in the canal is not allowed so that it could not hamper the flow of irrigation water. Offender on this clause shall have the following penalty:
 1. First offense a Summon Letter will be given to explain a reason for his violation.
 2. Second offense a penalty of P 500.00
 3. Third offense the water delivery will be cut.
3. Representative from Service Committee shall attend operation of the head gate and the Checkgate by NIA.
4. IA Water delivery schedule meeting shall be held before land preparation. All TSA leaders under the IA shall attend the meeting. Those who are absent will be given last priority in water distribution.
5. Patrol for monitoring water delivery will be conducted by Service Committee and TSA leaders.
6. Those who demolish or caught removing of flush board during water scheduling will be fined or penalized.

2. MAINTENANCE

The board of directors prepares the system maintenance plan one (1) month before land preparation and present to the General Assembly for approval to maintain assigned canal and farm ditches to be done by “dagyar system” or group work called by BOD and TSA leader.

Assigned canals for maintenance under the IA are :

(canal name)

(station)

Lat. E

Table 2.11 General IA Policy on O&M (2/5)

A. Turn out Service Area

1. All farmers are obliged to repair their respective farm ditches. All farmers shall join repairing works of their respective farm ditches when TSA leader or IA officer schedule. Absentees shall have the following penalty:
 1. First offense will be a cut of water delivery for one (1) week.
 2. Second offense will be a cut of water delivery for two (2) weeks.
 3. Third offense will be a cut of water delivery for one (1) month.
2. Throwing of garbage and waste matter is prohibited in TSA and farm ditch. Offender on this clause shall have the following penalty:
 1. First offense was to demand to clean a length of canal determine by the IA.
 2. Second offense was to demand for cleaning the entire farm in the TSA.
 3. Third offense will be charged of P500.00 and penalty imposes in second offense.
3. Each farmer members are obligated to repair their farm ditches.

B. Within Lateral Canal

1. Carabao grazing, wallowing and other stray animals are prohibited in the irrigation/lateral canal. Offender on this clause shall have the following penalty:
 1. First offense issuance of a summon letter and a promissory note will be fill up.
 2. Second offense will be the repair of the damage and a find of P100.00.
 3. Third offense will be the repair of the damage, a find of P500.00 and a court case.
 2. Throwing of garbage and waste mater, broken bottles, dead animals in canal are prohibited. Offender on this clause shall have the following penalty:
 1. First offense was the issuance of a summon and bring him to Barangay.
 2. Second offense will be the issuance of summon and bring him to Barangay and will be punished to pay P500.00.
 3. Third offense will be the issuance of summon and bring him to Barangay and will be punished to pay P1,000.00.Planting of crops along and within the irrigation and drainage is prohibited. Offender on this clause shall have the following penalty:
 4. First offense was the issuance of a summon and bring him to Barangay.
 5. Second offense will be the issuance of summon and bring him to Barangay and will be punished to pay P500.00.
 6. Third offense will be the issuance of summon and bring him to Barangay and will be punished to pay P1,000.00.
 3. Cultivation along and within the embankment of lateral canal is prohibited. Offender on this clause shall have the following penalty:
 1. First offense was the issuance of a summon and bring him to Barangay.
 2. Second offense will be the issuance of summon and bring him to Barangay and will be punished to pay P500.00.
 3. Third offense will be the issuance of summon and bring him to Barangay and will be punished to pay P1,000.00.
3. **SOME OF THE POLICIES AND OBLIGATIONS OF THE FARMERS.**
1. Each farmer member has the right to report to the IA the farmers who always violate the rules and regulations.
 2. If there is a problem in water delivery and distribution TSA leader should be consulted first.
 3. TSA leader has the right to distribute water in his respective TSA.
 4. Whoever violates the rules and regulations will be fined according to the penalty stipulated in the IA policies.

(ATIDU IA)

1. OPERATION

2. WATER DELIVERY AND DISTRIBUTION

A. Turnout Service Area

1. TSA water distribution schedule meeting shall be held before land preparation. All farmers under the TSA shall attend the meeting. Those who are absent will be given last priority.
2. The TSA leader has the right to open, close and adjust the turnout or steel gate.
3. No farmers could open the turnouts without permission from TSA leader or IA officer. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P200.00
 2. Second offense will be given a punishment charged of P300.00
 3. Third offense will be given a punishment charged of P500.00
4. Illegal checking must be removed during water crisis.
5. Farmers are not allowed to use irrigation water if it is not their schedule. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P200.00
 2. Second offense will be given a punishment charged of P300.00
 3. Third offense will be given a punishment charged of P500.00
6. Only TSAG authorized turn out is allowed to draw irrigation water irrigation water from canal. Other turnouts are defined, as illegal Turn out and illegal turn out are not allowed. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P1,000.00
 2. Second offense will be given a punishment charged of P1,500.00
 3. Third offense will be given a punishment charged of P2,000.00

Table 2.11 General IA Policy on O&M (3/5)

7. TSAG shall authorize alignments of farm ditches in the jurisdictional TSA for distributing irrigation water. The authorized alignments of farm ditches are necessary to be approved by BOD for officialization.
8. All farmers have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.
 1. Removal or destroy of farm ditch is not allowed without permission from TSA Officer.
9. TSAG shall submit water request to IA ten (10) days before the schedule of water delivery.
10. IA shall submit consolidated water request to NIA five (5) days before the schedule of water delivery subject for consultation with NIA WRFT.
11. Opening of turn out is not allowed if it is not the schedule of such turn out.
12. Illegal checking is prohibited that hamper the flow of irrigation canal.
13. Closing and demolition of farm ditches and some structures without permission from BODs are prohibited.
14. Farmer members have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.

B. Lateral Canal

1. Only WRFT of NIA has the right and responsible to open and close head gate and Checkgate along main canal and lateral canal. Nobody can open without permission from NIA.
2. No water delivery to TSA if un-maintained farm ditches in the TSA.
3. Illegal checking in the canal is not allowed so that it could not hamper the flow of irrigation water. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P500.00
 2. Second offense will be given a punishment charged of P1,000.00
 3. Third offense will be given a punishment charged of P2,000.00
4. Representative from Service Committee shall attend operation of the head gate and the Checkgate by NIA.
5. IA Water delivery schedule meeting shall be held before land preparation. All TSA leaders under the IA shall attend the meeting. Those who are absent will be given last priority in water distribution.
6. Patrol for monitoring water delivery will be conducted by Service Committee and TSA leaders.
7. Those who demolish or caught removing of flush board during water scheduling will be fined or penalized.

2. MAINTENANCE

The board of directors prepares the system maintenance plan before land preparation and present to the General Assembly for approval to maintain assigned canal and farm ditches to be done by “dagyar system” or group work called by BOD and TSA leader.

Assigned canals for maintenance under the IA are :

(canal name)	(station)
Lat. E	

A. Turn out Service Area

1. All farmers are obliged to repair their respective farm ditches. All farmers shall join repairing works of their respective farm ditches when TSA leader or IA officer schedule.
2. Throwing of garbage and waste matter is prohibited in TSA and farm ditch. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P200.00
 2. Second offense will be given a punishment charged of P300.00
 3. Third offense will be given a punishment charged of P500.00
3. Each farmer members are obligated to repair their farm ditches.

B. Within Lateral Canal

1. Carabao grazing, wallowing and other stray animals are prohibited in the irrigation/lateral canal. Offender on this clause shall have the following penalty: (based on the City Ordinance).
2. Throwing of garbage and waste mater, broken bottles, dead animals in canal are prohibited. Offender on this clause shall have the following penalty: (based on the City Ordinance).
3. Planting of crops along and within the irrigation and drainage is prohibited. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P200.00
 2. Second offense will be given a punishment charged of P300.00
 3. Third offense will be given a punishment charged of P500.00
4. Cultivation along and within the embankment of lateral canal is prohibited. Offender on this clause shall have the following penalty:
 1. First offense will be given a punishment charged of P200.00
 2. Second offense will be given a punishment charged of P300.00
 3. Third offense will be given a punishment charged of P500.00

3. SOME OF THE POLICIES AND OBLIGATIONS OF THE FARMERS.

1. Each farmer member has the right to report to the IA the farmers who always violate the rules and regulations.
2. If there is a problem in water delivery and distribution TSA leader should be consulted first.
3. TSA leader has the right to distribute water in his respective TSA.
4. Whoever violates the rules and regulations will be fined according to the penalty stipulated in the IA policies.

Table 2.11 General IA Policy on O&M (4/5)

(BUNASABALA IA)

1. OPERATION

1. WATER DELIVERY AND DISTRIBUTION

A. Turnout Service Area

1. TSA water distribution schedule meeting shall be held before land preparation. All farmers under the TSA shall attend the meeting. Those who are absent will be given last priority.
2. The TSA leader has the right to open, close and adjust the turnout or steel gate.
3. No farmers could open the turnouts without permission from TSA leader or IA officer. Offender on this clause shall have the following penalty:
 1. First offense will be a warning by the TSA leader.
 2. Second offense he will be summon by the BOD.
 3. Third offense will be given a punishment charged of P500.00
4. Illegal checking must be removed during water crisis.
5. Farmers are not allowed to use irrigation water if it is not their schedule. Offender on this clause shall have the following penalty:
 1. First offense will be a warning by the TSA leader.
 2. Second offense he will be summon by the BOD.
 3. Third offense will be a punishment of find of P500.00 and no irrigation water. Only TSAG authorized turn out is allowed to draw irrigation water from canal. Other turnouts are defined, as illegal Turn out and illegal turn out are not allowed. Offender on this clause shall have the following penalty:
 4. First offense will be a warning by the Barangay.
 5. Second offense the BOD will call their attention for the closure of the illegal Turn out.
 6. Third offense will be imposing to find P50.00
6. Opening of turn out is not allowed if it is not the schedule of such turn out. Offender on this clause shall have the following penalty:
 1. First offense will be a warning by the TSA leader.
 2. Second offense he will be summon by the BOD.
 3. Third offense will be a punishment to pay a find of P500.00
7. TSAG shall authorize alignments of farm ditches in the jurisdictive TSA for distributing irrigation water. The authorized alignments of farm ditches are necessary to be approved by BOD for officialization.
8. All farmers have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.
9. Removal or destroy of farm ditch is not allowed without permission from TSA Officer. Offender on this clause shall have the following penalty:
 1. First offense will be a warning.
 2. Second offense will be the reconstruction of canal called by the BOD.
 3. Third offense will be a punishment to pay a find of P500.00
10. TSAG shall submit water request to IA one (1) week before the schedule of water delivery.
11. IA shall submit consolidated water request to NIA one (1) week before the schedule of water delivery subject for consultation with NIA WRFT.
12. Opening of turn out is not allowed if it is not the schedule of such turn out.
13. Illegal checking is prohibited that hamper the flow of irrigation canal.
14. Closing and demolition of farm ditches and some structures without permission from BODs are prohibited.
15. Farmer members have the right to give favor for the needed farm ditches to be maintained together with the adjacent farm.

B. Lateral Canal

1. Only WRFT of NIA has the right and responsible to open and close head gate and Checkgate along main canal and lateral canal. Nobody can open without permission from NIA.
2. No water delivery to TSA if un-maintained farm ditches in the TSA.
3. Illegal checking in the canal is not allowed so that it could not hamper the flow of irrigation water. Offender on this clause shall have the following penalty:
 1. First offense will be given a warning.
 2. Second offense the BOD will call him.
 3. Third offense will be a punishment to pay a find of P500.00
4. Representative from Service Committee shall attend operation of the head gate and the Checkgate by NIA.
5. IA Water delivery schedule meeting shall be held before land preparation. All TSA leaders under the IA shall attend the meeting. Those who are absent will be given last priority in water distribution.
6. Patrol for monitoring water delivery will be conducted by Service Committee and TSA leaders.
7. Those who demolish or caught removing of flush board during water scheduling will be fined or penalized.

2. MAINTENANCE

The board of directors prepares the system maintenance plan before land preparation and present to the General Assembly for approval to maintain assigned canal and farm ditches to be done by “dagyaw system” or group work called by BOD and TSA leader.

Assigned canals for maintenance under the IA are :

(canal name)

(station)

Lat. E

Table 2.11 General IA Policy on O&M (5/5)

A. Turn out Service Area

1. All farmers are obliged to repair their respective farm ditches. All farmers shall join repairing works of their respective farm ditches when TSA leader or IA officer schedule. Absentees shall have the following penalty:
 1. First offense will be given a warning.
 2. Second offense the BOD will call him.
 3. Third offense will be a punishment to pay a find of P500.00
2. Throwing of garbage and waste matter is prohibited in TSA and farm ditch. Offender on this clause shall have the following penalty: (to be coordinated with LGUs and Barangay Ordinance regarding throwing of garbage and other materials.)
3. Each farmer members are obligated to repair their farm ditches.

B. Within Lateral Canal

1. Carabao grazing, wallowing and other stray animals are prohibited in the irrigation/lateral canal. Offender on this clause shall have the following penalty:
 1. First offense issuance will be given a warning.
 2. Second offense the BOD will summon him.
 3. Third offense the Barangay will summon him (according to Barangay Ordinance).
2. Throwing of garbage and waste mater, broken bottles, dead animals in canal are prohibited.
 3. Planting of crops along and within the irrigation and drainage is prohibited. Offender on this clause shall have the following penalty:
 1. First offense issuance will be given a warning.
 2. Second offense the BOD will summon him.
 3. Third offense the Barangay will summon him.
4. Cultivation along and within the embankment of lateral canal is prohibited. Offender on this clause shall have the following penalty:
 1. First offense issuance will be given a warning.
 2. Second offense the BOD will summon him.
 3. Third offense the Barangay will summon him.

3. SOME OF THE POLICIES AND OBLIGATIONS OF THE FARMERS.

1. Each farmer member has the right to report to the IA the farmers who always violate the rules and regulations.
2. If there is a problem in water delivery and distribution TSA leader should be consulted first.
3. TSA leader has the right to distribute water in his respective TSA.
4. Whoever violates the rules and regulations will be fined according to the penalty stipulated in the IA policies.

Table 2.12 General IA Policy on Capital Build - Up

Internal control system

- **Deposits and Withdrawal of Funds**
 1. All funds of the association should be deposited in the bank.
 2. The IA treasurer and IA president are the only once authorized to deposit and to withdraw money to/from the bank.
 3. Withdrawal of IA funds from the bank needs the permission of the board of directors (BOD) if not exceeding (P 1,000.00) it should have the permission of the general membership.
- **Utilization of IA funds**
 1. All expenses of the IA should be based on the financial plan made that year.
 2. If there is an expense that is not included in the financial plan, the BOD should make a resolution regarding the disbursement of funds.
 3. The IA treasurer is obliged to submit the monthly expenses of the IA so that the management of funds is effective.
- **Petty Cash Fund**
 1. The association should maintain a petty cash fund amounting P 1,000.00 every month, the IA treasurer handles the fund.
 - ...a report should be made regarding the petty cash fund and a request for refund should be made for the next month.
 - ...a petty cash fund is monthly revolving for the monthly expenses of the IA that is not included on the budget approve by the BOD.
- **Cash receipts and Cash Disbursement**
 1. All cash inflow must be supported by official receipts from the IA treasurer.
 2. all cash disbursement must be supported by voucherThe association should maintain a petty cash fund amounting P 1,000.00 every month, the IA treasurer handles the fund... a report should be made regarding ...requisition form must be submitted be officials who need the fund; it is approved by the IA president.
 - ...two day after purchase, the fund should be liquidated.
- **Bookkeeping and Auditing**
 1. The IA auditor is the responsible in auditing the books of the treasurer, secretary and bookkeeper every month.
 2. The financial report presented in the meeting (BOD and Assembly) should be audited by the auditor of the IA.
 - ...IA transactions should be recorded by the official bookkeeper of the IA in the IA book account.
 - ...IA bookkeeper is responsible in making financial report.

PRE-NUMBERED FINANCIAL FORMS ARE (Official receipts, vouchers, requisition, liquidations, etc...)

Capital build-up

- **Deposits and Withdrawal of Funds**

Every member should contribute P 100.00 for every hectare that he cultivates during cropping season, starting this wet season crop 2003.

The treasurer should automatically collect CBU from members. The target member is 500 for joining CBU campaign.
 - **Who can join the CBU program**

The CBU program is exclusive only to the members of the IA. CBU program is voluntary in nature.
 - **Withdrawals**

The CBU of members cannot be withdrawn within the next three years. A member who wants to withdraw his CBU after the three year period must state his purpose 6 months before.
 - **Uses of CBU fund**
 1. CBU cannot use by the IA to their regular operations expense.
 2. Officials and members should meet to discuss what kind of project they should venture into regarding their collected CBU.
 - **Interest income**

The interest receive by each member depends on the amount of his contributions.
- Regarding of CBU payments:**
1. Each member who contributes CBU must be issued by a passbook.
 2. IA should issue an official receipts to every CBU payment of its members.
 - ❖ Official receipts
 - ❖ Passbook
 - ❖ Contribution ledger
 - ❖ Voucher
 - ❖ Deposit slip
 - ❖ Withdrawal slip

Table 2.13 Consolidated IA Action Plan Bago Pilot IAs (1/3)




IA Organization		LEGEND:  Atidu IA  Amana IA  Bunasabala IA										In charge	Resources Needed	
Program Components	Deliverable Outputs	Activities	Timeframe											
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005			
Membership	Expanded membership to all actual cultivators.	1. Conduct farmers meeting per TSA.											TSAL, Members, IDO, WM	Agenda, List of Farmers
		2. Distribute membership forms.											TSAL	Membership Fee
		3. Review membership records & approval of new members.											TSAL, Members, IDO, WM, BOD	Application Form
	Updated master list of farmers.	1. Conduct TSA mapping.											TSAL, IDO, WM, Farmers	Parcellary Map, Masterlist of farmers
		2. Finalize list of farmers and TSA boundaries.											TSAL, IDO, WM, Farmers	Parcellary Map, Masterlist of farmers
IA Reorganization	Reorganized boundaries and formed new IAs.	1. Conduct walkthrough.											TSAL, IDO, WM, Engr./Tech group	Parcellary Map
		2. Conduct meeting with TSA leaders and farmers											TSAL, IDO, Farmers	Masterlist of Farmers
		3. Core group formation (new leaders).											IDPL	By-laws
		4. TSA group formation.											TSA Leader, IDPL	List of IDPL, Members
Training program for leaders and members.		1. Request NIA & other line agencies to provide training assistance to IA.											BOD	Training proposal design materials
		2. Tap the support of IDOs for on-the-job trainings & teach-ins.											BOD	NIA staff, materials
		3. Conduct members orientation seminars.											NIA, BOD, METC	Policies, by-laws, member recruitment form
	Operationalized IA By-Laws & O&M contracts.	1. Orient the IA leaders and members of the IA By-Laws & its amendments.											NIA/IA	Policies, plans, by-laws
		2. Review of provisions in the O&M contracts.											BOD, NIA	O&M Contract
Mobilization & meetings	Increased participation of farmer-members.	1. Conduct regular meetings/dialogue at TSA & IA levels.											TSAL, Members, BOD, NIA	Agenda
		2. Farm visitations .											TSAL, BOD, IA President	
		3. Provide support services to farmer-members.											BOD, NIA	Agenda
	Regularized BOD, Execom and Committee Meetings.	1. Conduct regular BOD meetings.											BOD, NIA	Agenda, IA plans and accomplishment
		2. Conduct regular committee meetings.											BOD, NIA	Agenda, IA plans and accomplishment
		3. Conduct separate Executive Committee meetings.											Execom	Agenda
		4. Implement fines & penalties for absent during meetings.											BOD	Attendance, IA records, policy
	5. Fill up vacant positions in the BOD, Execom & Committees											Election committee	Ballot box, ballots	
Monitoring and Evaluation	Install effective monitoring & evaluation system of IA	1. Records all IA documents & set up file copies.											IA secretary, TSA secretary	Documents and record books
		2. Document all IA activities for reporting											BOD, Secretary	Minutes of the meeting, record
		3. Request NIA for a periodic assessment & planning workshop											BOD, NIA	Action Plan

Table 2.13 Consolidated IA Action Plan Bago Pilot IAs (2/3)

IA Operation and Maintenance

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed		
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005					
Policy Dissemination	Disseminated O&M policies	1. Prepare information materials for distribution O&M policies	█	█	█	█	█					█		NIA, IA	Policy, by-laws, manual	
		2. Conduct BOD and TSA meeting	█	█	█	█	█	█	█	█	█	█	█	█	BOD, TSAL	Agenda
		3. Set up O&M information boards in strategic location			█	█	█						█		BOD, NIA	Bulletin board, documents
Operation	Effective irrigation system on water management (Identified authorized turnout)	1. Conduct joint walkthrough		█	█	█	█	█	█			█	█	NIA, IA	Parcellary map	
		2. Conduct validation survey on turnouts per TSA		█	█	█	█	█	█			█	█	NIA, IA	Parcellary map, masterlist of ATO & UTO	
		3. Close all unauthorized turnout	█	█	█	█	█	█	█	█	█	█	█	█	NIA, IA	Parcellary map, masterlist of ATO & UTO
	Developed skills of farmers on water management	1. Coordinate with NIA and DA to conduct orientation seminar	█		█							█	█	BOD, NIA, DA	Training materials	
		2. Conduct farm planning per TSA	█		█	█	█	█			█	█	█	TSAL, Members	Training materials	
		3. Coordinate with ATI and DA to conduct agricultural trainings on farming technology	█		█							█	█	IA, ATI, DA	Training materials	
Effective water management system	1. Conduct regular TSA meeting on WDD.	█	█	█	█	█	█	█	█	█	█	█	TSAL, IA, Members	Agenda		
	2. Mobilize service committee	█	█	█	█	█	█	█	█	█	█	█	BOD, Service committee, AI	Action plan		
	3. Conduct regular assessment of O&M policy system and procedures	█	█	█	█	█	█	█	█	█	█	█	NIA, BOD	Action plan		
Strictly implemented O&M policy	1. Conduct patrol to monitor farming activities	█	█	█	█	█	█	█	█	█	█	█	TSAL, IA, Service committee	Records, O&M plans and policy		
	2. Coordinate with LGUs to issue ordinances to strengthen O&M policy implementation		█	█	█	█	█	█	█	█	█	█	BOD, LGU, NIA	Resolutions, ordinances, policies		
Operationalized Type 1 & 2 contract	1. Coordinate with NIA to conduct orientation on contracts			█	█	█	█	█	█	█	█	█	NIA, IA	Contracts		
	2. Request NIA to prioritize payment of contract	█	█	█	█	█	█	█	█	█	█	█	IA, NIA	Contracts		
	3. Negotiate with NIA renewal contracts									█	█	█	NIA, IA	Contracts		
No conflict between upstream and downstream of Lat. E on water distribution	1. Prepare for establishment of council of IA					█	█	█	█	█	█	█	TSAL, NIA	CIA concept papers, by-laws		
	2. Establish CIA consisted of all IAs along Lat. E									█	█	█	TSAL, NIA	CIA concept papers, by-laws		
	3. Conduct regular coordination meeting of CIA					█	█	█	█	█	█	█	CIA, BOD	Action plan of CIA, by-laws		
	4. Conduct intensive monitoring on agreement for equitable water delivery along Lat. E					█	█	█	█	█	█	█	CIA, BOD	O&M action plan, contract, by-laws, policy		
	5. Initiate contract signing on system wide effective WDD system and procedure										█	█	CIA, IA, NIA	Joint system management contract		

IA Operation and Maintenance Table 2.13 Consolidated IA Action Plan Bago Pilot IAs (3/3)

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed						
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004		Yr 2005								
Maintenance	Implemented regular repair and maintenance program	1. Prepare regular report on necessary major repair for requesting NIA to allocate fund												■				CIA, IA, DOB, Service committee	Resolution, list of identified needed for repair	
		2. Conduct regular clearing activities in canals and farm ditches																	CIA, IA, NIA	Clearing tools
		3. Encourage maximum participants during maintenance activities																	CIA, IA, NIA	Notive, Clearing tools
Protected irrigation system	Protected irrigation system	1. Safeguard irrigation structure and facilities by strict implementation of policies																CIA, IA, NIA, Service committee, LGU	Policies, ordinance	
		2. Coordinate with barangay council to organize "Bantay Irrigation Group"																	CIA, IA, NIA, Service committee, LGU	Policies, ordinance

IA Financial

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed							
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004		Yr 2005									
Collection of IA dues and	Increased collection efficiency.	1. Update list of IA members.												May	Sep	May	Sep	TSAL, IDO, WM	Materlist of farmers		
		2. Regularize visitation of farmers for follow-up																	TSAL	Masterlist of farmers, IA record	
		3. Issuance of collection letters.												Aug	Dec	Aug	Dec	Aug	Dec	BOD, WM	IA receipt, water billing
		4. Appoint IA collector.																		BOD	Memo deputized collr.
		5. Monitor collection activities of IA collectors.																		BOD, IA treasurer	Remittance report, IA receipt
		6. Implement fines and penalties for non-payment of dues and ISF to members & non-members.																		BOD, IA	Records, bills, policy, attendance
Capital Build-Up Campaign	Generated CBU contributions to finance livelihood assistance to members.	1. Request NIA & other line agencies to assist in project planning for agri-production & livelihood projects.																	NIA, IA, Line agencies	Project proposal, policy, financial plans	
		2. Promotion of CBU campaign plan to members.																	BOD, TSAL, IDO	CBU policy	
		3. Negotiate for project assistance with other line agencies.																		BOD	Project proposal
Financial Management System	Install effective financial management system of IAs.	1. Prepare financial plan & budget.																	CIA treasurer, IA treasurer	Transaction and financial record	
		2. Recording & Bookkeeping works.																		CIA treasurer, IA treasurer	Documents and financial record
		3. Prepare audited financial reports.																		CIA Auditor, IA Auditor	Journal, financial record

**Table 2.14 Consolidated Action Plan, Mal RIS
(Malkaira, Labakafia Weslasufia IAs)**

IA Organization

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed		
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005					
1. Training program for leaders & members	1. Trained leaders to perform effectively their task & functions	1. Request NIA & other line agencies to provide training assistance to IA													NIA, Other line agencies	Office supplies
		2. Conduct orientation sem.													NIA, IA	Module, venue & food
	2. Operationalized IA by-laws & policies (review, amend, modify the by-laws)	3. Orient the IA leaders & members of the IA by-laws													NIA, IA	By-laws
		4. Disseminate the policies of the IA													Ed Com	Policies
2. Mobilization & meetings	3. Increased participation of farmer members	5. Conduct regular dialogue meetings to TSA/IA level													TSAG Leaders	Policies, computer, bond papers
		6. Record all IA documents & setup file copies													IA Bookkeeper	Logbook, supplies
	4. Install effective monitoring & evaluation system	7. Document all IA activities													IA Secretary	Record Book
		8. Request NIA for a periodic assessment planning & workshop													NIA, IA	Assessment design/plan, venue & food

IA Operation and Maintenance

1. Policy dissemination	1. Disseminated O&M policies	1. Prepare information materials for O&M													Ed Com	O&M Policies, record of WM policy
		2. Conduct BOD & TSA meeting													BOD	Attendance & Agenda of Mtgs
2. Operation	2. Strictly implemented O&M policy	3. Mobilize FIG leaders to monitor farming activities = prepare necessary report													NIA, IA Officer	Papers, record book, charts

IA Financial

1. Capital build-up campaign	1. Geerated CBU contributions to finance services to members.	1. Request NIA & other agencies to assist in program for agri production & livelihood													Finance Com.	CBU plan
		2. Promotion of CBU campaign plan to members													Finance Com.	CBU plan
2. Financial management system	2. Install effective financial management system of IAs	3. Install proper recording of books of accounts.													IA Bookkeeper	Book Accounts, Financial Records
		4. Prepare financial report.													IA Bookkeeper	Auditing fees
		5. Financial plan & budgeting.													BOD	IA data, venue & materials
		6. Conduct record mgt training.													Ed Com	Training Funds

**Table 2.15 Consolidated Action Plan, Labangan RIS (2/3)
Muchrist Sandata IAs**

IA Operation and Maintenance

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed			
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005						
Policy Dissemination	Disseminated O&M policies	1. Pomotion of O&M policies & plans thru distribution of info materials.													TSA Leaders	Info materials & bulletinboards	
		2. Conduct regular TSA meetings.														TSA Leaders	Venue & materials
		3. Set up O&M information boards in strategic location														Secretary	Budget for the materials
Operation	Effective irrigation system on water management (Identified authorized turnout)	1. Joint walkthrough of IA & NIA													TSA Leaders & NISO	Walkthrough report & maps	
		2. Validation survey of turnouts per TSA													TSA Leaders & NISO	Parcellary maps	
		3. Closue of illegal turnouts													IA Officers & NISO	Construction materials & NISO actioun.	
	Developed skills of farmers on water management	1. Orientation seminar on farming technology.													ED com Chairman	Venue & materials	
		2. Conduct farm planning per TSA													Service Committee	Venue & materials	
		3. Submit request to ATI and DA to conduct agricultural trainings for farmers													IA President	Venue, food & materials	
Effective water management system	1. Conduct WDD planning													TSA Leaders & NISO	Venue & materials		
	2. Operationalize ervice committee													Service Committee	Honorarium		
	3. Assessment of O&M policy system and procedures.													Service Committee	Venue, food , materials & O&M plans		
Strictly implemented O&M policy	1. Conduct patrol to monitor farming activities													TSAG Leaders	O&M policy monitoring report		
	2. Coordinate with LGUs to issue ordinances to strengthen O&M policy implementation													BOD	IA resolution		
Opertionalized Type 1 & 2 contract	1. Review of contract provisions & make plan.													BOD	Contracts		
	2. Request NIA to prioritize payment of contract													BOD	Letter of request		
	3. Negotiate with NIA for renewal.													BOD	BOD resolution		
No conflict between upstream and downstream of Lat. E on water distribution	1. Prepare for establishment of council of IA													BOD	Council plan		
	2. Establish CIA consisted of all IAs along LABRIS													BOD	IA officers		
	3. Conduct regular coordination meeting of CIA													Council Representative	Venue & Council Plan of action		
	4. Conduct intensive monitoring water distribution policy implementation.													TSAG Leaders	WDD schedule & monitoring report of TSAG		
	5. Initiate contract signing on system wide effective WDD system & procedure													IA President	Contracts		

**Table 2.15 Consolidated Action Plan, Labangan RIS (3/3)
Muchrist Sandata IAs**

IA Operation and Maintenance (Continuation)

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed					
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005								
Maintenance	Implemented regular repair and maintenance program	1. Prepare regular report on necessary major repair for requesting NIA to allocate fund															Service Committee	Monitoring report & BOD resolution	
		2. Conduct regular clearing activities in canals and farm ditches																Farmers	Farm plan & design
		3. Provide support & incentives to farmers who attended canal clearing activities.																TSAG Leaders	Funds for O&M
	Protected irrigation system	1. Safeguard irrigation structure thru organization of "Irrigation Bantay Group"															TSAG Leaders	Funds for O&M	
		2. Coordinate with barangay council to organize "Bantay Irrigation Group"																BOD	BOD Resolution

IA Financial

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed					
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005								
Collection of IA dues and ISF.	Improved collection efficiency.	1. Update list of IA members.															TSA Leaders	Master list	
		2. Conduct visitation of farmers at TSA level.																TSA Leaders	Mobilization Funds
		3. Issuance of collection letters.																NIA	Letters & transportation
		4. Appoint collector																BOD	IA Applicants
		5. Monitoring of collection activities.																IA Treasurer	Collection records
		6. Implement fines and penalties for non-payment of dues and ISF.																Executive Committees	IA BOD resolutions
Capital Build-Up Campaign planning	Generated CBU contributions to finance livelihood assistance to members.	1. Conduct CBU & project planning.															Executive Committees	Venue & planning desing	
		2. Promotion of CBU campaign plan to members.																Finance Committees	CBU plan
		3. Negotiate for project assistance with other line agencies.																IA President	Project plan & equity
Financial Management System	Install effective financial management system of IAs.	1. Financial planing & budgeting															Finance Committees	IA data, venue & food	
		2. Recording of financial activities.																IA Bookkeeper	Financial records & Financial books
		3. Financial reporting & audit.																IA Bookkeeper	Financial records & Financial books

**Table 2.16 Consolidated Action Plan, Pulangui RIS (1/2)
Paradise G5 G6, Kahugpungan MAD IAs)**

IA Organization

Program Components	Deliverable Outputs	Activities	Timeframe										In charge	Resources Needed			
			June	July	Aug	Sept	Oct	Nov	Dec	Yr 2004	Yr 2005						
Membership	Recruitment of members from all actual cultivators.	1. Conduct farmers meeting per TSA.	■	■	■	■	■	■	■	■	■	■	■	■	TSA Leaders	Transportation Allowance	
		2. Recruit & distribute membership forms.	■	■	■	■	■	■	■	■	■	■	■	■	TSA Leader, Members	Snacks, IA records, List of	
		3. Review membership records & approval of new members.	■	■	■	■	■	■	■	■	■	■	■	■	BOD	Membership application forms	
	Updated master list of farmers.	1. Conduct TSA mapping.	■	■	■	■	■	■	■	■	■	■	■	■	TSA Leader	Parcellary maps	
		2. Finalize list of farmers and TSA boundaries.	■	■	■	■	■	■	■	■	■	■	■	TSA Leader	Master list		
IA Reorganization	Reorganization of Paradise G5 & G6 & MAD IA.	1. Conduct TSA reorganization.	■	■	■	■	■	■	■	■	■	■	■	BOD, Members	Reorg plan		
		2. Core group formation (new leaders)	■	■	■	■	■	■	■	■	■	■	■	BOD, Members	List of farmer-members		
		3. TSA group formation.	■	■	■	■	■	■	■	■	■	■	■	■	TSA Leaders	List of farmer-members	
Training program for leaders and members.	Trained leaders & high awareness of IA members of the IA policies, plans & programs.	1. Request NIA & other line agencies to provide training assistance to IA.	■	■	■	■	■	■	■	■	■	■	■	NIA, NGOs	Request Letter		
		2. On-the-job trainings & teach-ins of the IDOs	■	■	■	■	■	■	■	■	■	■	■	■	Ed Com, IDOs & Executive Com.	Venue & materials	
		3. Facilitate membership orientation seminars.	■	■	■	■	■	■	■	■	■	■	■	■	Ed Com, IDOs & Executive Com.	Venue, modules & training funds	
Operationalized IA By-Laws & O&M contracts.		1. Orient the IA leaders and members of the IA By-Laws & its amendments.	■	■	■	■	■	■	■	■	■	■	■	BOD, IDO, WM	Fund, Supply		
		2. Review of provisions in the O&M contracts.	■	■	■	■	■	■	■	■	■	■	■	■	BOD	Fund, Supply	
Mobilization & meetings	Increased participation of farmer-members.	1. Conduct regular meetings/dialogue at TSA & IA levels.	■	■	■	■	■	■	■	■	■	■	■	■	BOD, IDO	Fund, Supply	
		2. Farm visitations .	■	■	■	■	■	■	■	■	■	■	■	■	TSAG Leaders & Service Com.	Mobilization Funds	
		3. Facilitate support services to farmer-members.	■	■	■	■	■	■	■	■	■	■	■	■	Finance Com, BOD	Project Funds	
	Regularized BOD, Execom and Committee Meetings.		1. Conduct regular BOD meetings.	■	■	■	■	■	■	■	■	■	■	■	BOD	Agenda for meeting, venue & supplies	
			2. Conduct regular committee meetings.	■	■	■	■	■	■	■	■	■	■	■	■	Committee Chairmen	Agenda for meeting, venue & supplies
			3. Conduct separate Executive Committee meetings.	■	■	■	■	■	■	■	■	■	■	■	■	Executive Com	Agenda for meeting, venue & supplies
			4. Implement fines & penalties for absent during meetings.	■	■	■	■	■	■	■	■	■	■	■	■	BOD	BOD Action/Resolutions
			5. Fill up vacant positions in the BOD, Execom & Committees	■	■	■	■	■	■	■	■	■	■	■	■	General Assembly	BOD Action/Resolutions
	Program review & improvement.	Install effective monitoring & evaluation system of IA activities.	1. Records all IA documents & set up file copies.	■	■	■	■	■	■	■	■	■	■	■	■	IA Secretary	Supplies, record books
2. Document all IA activities for reporting			■	■	■	■	■	■	■	■	■	■	■	■	IA Secretary	Supplies, record books	
3. Request NIA for a periodic assessment & planning workshop			■	■	■	■	■	■	■	■	■	■	■	■	BOD Chairman	Letter request	

Table 2.17 Proposed Activities in the Updating Master List

Findings from updating of Farmers Master List	
I. SAN FABIAN RIS	
Problems	Causes
1 Difficulty in data gathering of some land owners address.	<ul style="list-style-type: none"> ➤ No record in NIA ➤ Land owner are living outside the IA area coverage ➤ Some of the TSA Leaders are not familiar with the situation of the farmers within his area of jurisdiction
2 Most farmers cannot identify their location on the parcellary map	<ul style="list-style-type: none"> ➤ Farmers are not familiar with parcellary map ➤ Most farmer don't know field no.
3 Difficulty of identifying the farmer as IA member or non member	<ul style="list-style-type: none"> ➤ No documented IA member list except original member in By-Law
4 Farmer does not know all TSA member	<ul style="list-style-type: none"> ➤ No TSA member list
5 Overlapping boundaries/area of coverage (Old and New TSAs)	<ul style="list-style-type: none"> ➤ Illegal turn outs are rampant and have been tolerated for a long time by NIA ➤ Defective irrigation canals and facilities ➤ WDD schedule is not strictly implemented by NIA-IA at TSA level.
6 No specific name of claimant for farm lots whose original land owners were already dead	<ul style="list-style-type: none"> ➤ No extrajudicial settlement among heirs.
7 Names of new owners of sold farm lots are not included in the list	<ul style="list-style-type: none"> ➤ No update activities on the list
II: Bago RIS	
1 Field No. of actual cultivator is not identified in the master list so that location of lot cannot be identified on the map	<ul style="list-style-type: none"> ➤ Only Lot No. is mentioned in the master list ➤ Lot sizes huge (100ha) and many actual farmers are same lot no.
2 Names of dead farmers are still included in the list of farmers submitted by the TSA leaders	<ul style="list-style-type: none"> ➤ No confirmation
3 Names of agrarin reform beneficiaries are not specified in what particular farm lot (landholding covered by DAR he or she belong)	<ul style="list-style-type: none"> ➤ Needs referral to DAR
4 Absence of a specific farm sizes (lands distributed by DAR)	<ul style="list-style-type: none"> ➤ Needs referral to the survey result of DAR

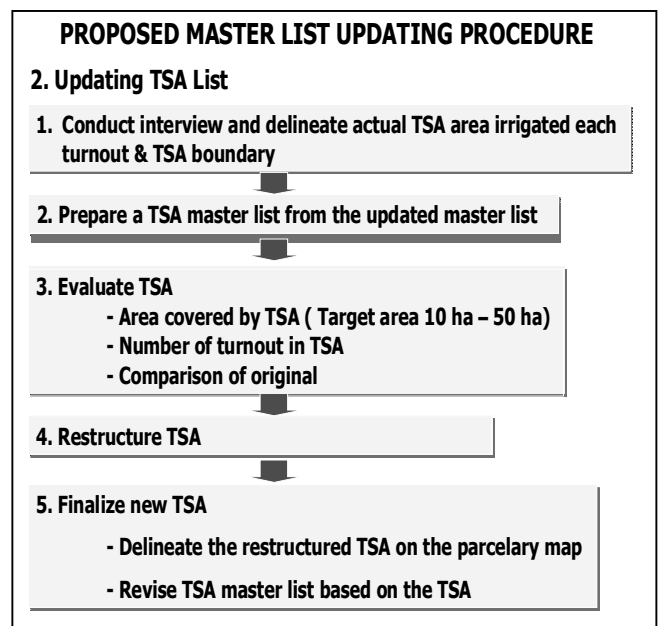
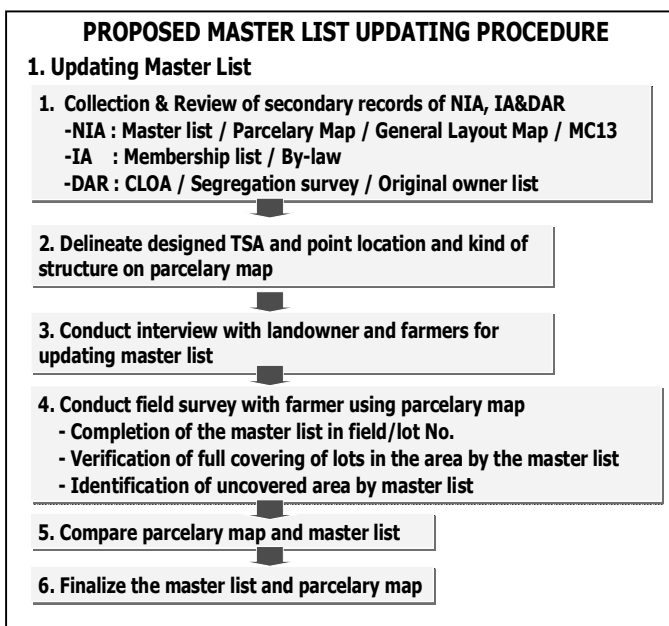


Table 2.18 Post-Action Plan for Bago Pilot IAs, 2003-2004 and after (1/3)

IA Organization Strengthening

Activities	2003						2004												2005			Required Inputs	
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3		
I. Pre-Deployment Activities																							
1.1 Announcement of FIOs job opening.	■																						Funds for food/venue
1.2 Screening process.	■																						
1.3 Final interview & final selection.	■																						
1.4 Conduct FIO Orientation Seminar-Workshop		■																					Funds for food/venue
1.5 Field deployment.																							FIOs Allowances
2. Master List Updating																							
2.1 Collection & review of secondary data from NIA, IA & DAR.		■																					Formal request to DAR (PARO/MARO)
2.2 Delineation of TSA boundaries using parcellary maps.		■	■																				Parcellary maps
2.3 Conduct interview with farmers for updating farmers master list at TSA level.		■	■	■																			Master list & parcellary maps
2.4 Conduct field survey using parcellary maps at TSA level.		■	■	■																			Master list & parcellary maps
2.5 Compare parcellary maps & master list to finalize the report.					■																		Maps & draft master list
2.6 Confirmation meeting with IA & NIA.					■																		Food & venue
3. Restructuring of TSA boundary & Groupings of Farmers.																							
3.1 Identification and confirmation of turn outs locations/structures per TSA by IA & NIA (illegal & legal).				■																			Parcellary maps & walkthrough report
3.2 NIA prepare recommendations.				■																			Evaluation report
3.3 Presentation of TSA restructuring plan to the concern farmers.					■																		Restructuring plan
3.4 Identify new potential TSA Group leaders				■	■																		List of IA members
3.5 Define TSA Group objectives & plans.					■	■																	Planning design/funds
3.6 Reorganization of TSAG leadership.					■	■																	Reorganization plan
5. Organization of new IAs with in Lateral E & Formation of the Council IA group.																							
5.1 Formation of core group for new IA.						■																	Assistance of FIO
5.2 Farmers consultation meetings to discuss the IA reorg plan at the TSA level.						■	■																Venue/Reorg plan
5.3 Farmers consultation meetings to discuss the IA by-laws, plans & programs.								■	■														IA plan & schedule
5.4 Conduct IA General Assembly for the new IAs.									■	■													IA By-laws
5.5 Formation of the IA Council Group.																					■		CIA Concept
5.6 Council planning (O&M policy & plan)																					■		Planning design
6.Membership Recruitment & Expansion																							
6.1 Identify target farmers for recruitment.								■	■														Updated master list
6.2 Membership orientation seminars.									■														Seminar design/schedule
6.3 Follow-up application forms at field.										■	■	■	■	■	■	■	■	■	■	■	■	■	Transportation cost
6.4 Update membership records of IA.						■																■	Membership records
6.5 Review & approval of membership.							■															■	Membership application forms
7. Processing of registration requirements for the new IAs.																							
7.1 Preparation of the IA documents for application of registration & renewal documents with the SEC.									■	■	■	■	■	■	■	■	■	■	■	■	■	■	IA by-laws, List of members, proceedings.
										■	■												Transportations cost

Table 2.18 Post-Action Plan for Bago Pilot IAs, 2003-2004 and after (2/3)

IA Organization Strengthening (Continuation)

Activities	2003						2004												2005			Required Inputs							
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3								
6. Leadership Training Workshops																													
6.1 Conduct training needs assessment to target farmers/TSA leaders.						■																							TNA instruments
6.2 Facilitate learning process activities for TSA leaders (leadership & mgt skills)							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Training funds
7. Monitoring & evaluation of IA leaders & officers performance.																													
7.1 Facilitate process assessment sessions with the TSA leaders.	■		■		■		■		■		■		■		■		■		■		■		■		■		■	■	Assessment design & Funding
7.2 Periodic IA assessment & re-planning.			■				■			■																		■	Facilitator
7.3 Weekly monitoring & coaching sessions of TSA leaders.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Assistance of FIO & IDOs
7.4 Monthly TSA Meetings.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Venue & communications
7.5 Preparation & submission of reports: (TSA leader to FIOs to FIOS & NIA and to IDC for documentation, review & re-planning)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Reporting forms

IA Operation and Maintenance Strengthening

1. O&M planning, monitoring & evaluation.																														
1.1 Periodic review of O&M policy & plan implementation.			■			■			■			■			■			■			■			■			■	■	O&M plan	
1.2 Conduct farm planning & designing with farmer-members per TSA.	■			■					■																			■	Workshop design/supplies	
1.3 Preparation and submission of LIPA report to NIA.	■		■	■							■	■															■	■	5,000 LIPA forms	
1.4 Information dissemination of O&M policies & plans to farmers.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Bulleting boards	
1.5 Monitoring visits of farmers farm lands from preparation to harvesting period.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Farm plan & traveling cost	
1.6 Negotiate LGUs to support O&M policy implementation through issuance of ordinances & the formation of "Barangay Irrigation Group".				■																								■	IA plan & proposal.	
2. Operationalization of Type 1 contracts.																														
2.1 Organization of maintenance committees at TSA level.			■				■																					■	List of members	
2.3 Conduct of a periodic canal clearing work through bayanihan.	■			■					■				■										■					■	Tools & equipments	
2.4 Negotiate NIA for timely payment of remuneration from maintenance works to the farmers.	■								■																			■	Collectible records of IA	
3. O&M Trainings																														
3.1 Conduct training needs assessment.		■	■																										TNA forms	
3.2 Prepare training plan & modules.		■	■																										Modules/designs	
3.3 Training Implementation										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Training funds	
> System Management Workshop																													Venue	
> Rice Production Technology																													Demo Farms	
> Local Study Tours																													Training funds	
4. Repair and maintenance works																														
4.1 Prepare monitoring report for repair works & submit to NIA for funding allocation.																											■	■	Monitoring records of O&M	
4.2 Conduct turn out evaluation & closure of illegal turn outs.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Evaluation report	
4.3 Conduct minor repair through bayanihan works.	■																											■	Construction funds	
4.4 Construction & upgrading of farm ditches.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Construction funds	

Table 2.18 Post-Action Plan for Bago Pilot IAs, 2003-2004 and after (3/3)

IA Financial Strengthening

Activities	2003						2004												2005			Required Inputs				
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3					
1. Collection of IA Dues																										
1.1 Review membership records.	■						■													■			Membership records			
1.2 Sending of collection notice.	■						■														■		Collection Notice forms			
1.3 Selection & orientation of IA collectors.	■						■													■			Selection criteria & procedures			
1.4 House-to-house visitations.	■						■						■						■			Transportations cost				
1.5 Organization and operationalization of Finance committees of TSA Groups.							■													■			List of members/Evaluation of members			
2. Operationalization of Type II contract.																										
2.1 Strategy formulation with TSA leaders.							■													■			Planning design & Facilitation			
2.2 Orientation of IA collectors on ISF collection strategy.				■			■								■					■			Orientation design & IA collectors			
2.3 Dissemination of ISF policy to farmer-members.		■					■							■						■	■	■	ISF policy & information plan.			
3. Implementation of IA livelihood services and marketing project.																										
3.1 On the job training for IA officers how to plan & negotiate for projects through workshop sessions							■																Training designs & Resource Persons			
3.2 Enhancement training for IA funding negotiation skills.								■															Training designs & Resource Persons			
3.3 Preparation of project proposals & other documents.							■																IA data & Facilitators/Consultants			
4. Recording & periodic reporting of IA financial conditions.																										
4.1 Appointment & orientation of IA Bookkeeper and Audit Committees.							■																IA Plan			
4.2 Regular updating of books of accounts.								■																		Financial forms & Financial Policy
4.3 Preparation of audited financial report.												■								■		■	Auditing Fee			
5. Management Trainings (Business & Financial)																										
5.1 Training needs assessment								■															TNA forms			
5.2 Preparation of training designs/modules								■															IA data & reference modules, consultants			
5.3 Actual conduct of training workshops																							Training funds			
> Bookkeeping work																										
> Enterprise Development & Mgt.																										
> Federation Level trainings																										
5.4 Post training monitoring sessions																				■			Monitoring plan			

ANNEX 14

PROCEEDINGS OF POST-STUDY SEMINAR

**THE STUDY
ON
THE IRRIGATORS ASSOCIATION STRENGTHENING PROJECT
IN
NATIONAL IRRIGATION SYSTEMS**

ANNEX 14

PROCEEDINGS OF POST-STUDY SEMINAR

Table of Contents

	<u>Pages</u>
1 Background.....	A14-1
2 The Program	A14-1
2.1 Workshop Schedule and Participants.....	A14-1
3 Proceedings	A14-1
3.1 Opening Program.....	A14-1
3.2 Presentation of JICA-NIA IA Strengthening Study.....	A14-2
3.3 Presentation of Results of Action Plan and Action Workshops in San Fabian NIS	A14-2
3.4 Presentation of Results of Action Plan and Action Workshops in Bago NIS	A14-2
3.5 Manuals and Campaign Tools for IA Strengthening.....	A14-2
3.6 Presentation of the Function of the Geographic Information System (GIS).....	A14-3
3.7 Panel Discussion	A14-3
3.8 Closing and Wrap-up	A14-4

List of Tables

Table 2.1	Post-Action Workshop Schedule	A14-5
Table 2.2	List of Participants	A14-6
Table 3.1	Panel Discussion: Membership	A14-7
Table 3.2	Panel Discussion: Improvement of Livelihood Opportunities for IAs	A14-8
Table 3.3	Panel Discussion: Operation and Maintenance Sharing	A14-9

ANNEX 14 PROCEEDINGS OF POST-STUDY SEMINAR

1 Background

The post-study seminar workshop was the culminating event of the Study on the Irrigators Association Strengthening Project in National Irrigation Systems. This workshop presented the findings and recommendations of the Study, including the activities completed in the action planning exercises held intensively in San Fabian and Bago NISs. The workshop provided an opportunity for the NIA counterpart personnel to disseminate the findings, recommendations and future action plans for appropriate consideration and support not only from the NIA but also from other multilateral funding institutions. The post-study seminar demonstrated the transfer of skills acquired from the JICA Study Team not only to the NIA counterpart staff, but also to the IA leaders and members, in terms of deeper understanding of the process involved, and execution of planned activities.

2 The Program

2.1 Workshop Schedule and Participants

The seminar-workshop schedule is given in Table 2.1 and the list of participants is given in Table 2.2.

3 Proceedings

3.1 Opening Program

After a brief invocation, the Deputy NIA Administrator and JICA Resident Representative from Manila delivered the welcome messages. The former official stressed the invaluable efforts extended by the Study, and the activities completed were just the beginning of a longer process of nurturing the capacities of the IAs. The Deputy Administrator expects to see a clearer understanding of the recommendations of the Study in the post-study seminar. The JICA Representative, on the one hand, lauded NIA, other agencies and the IA leaders and members of their support extended, and expect to see the implementation of the recommendations. The action plan recommended by the Study is expected to forge closer collaboration among the NIA family and the IAs, and eventually achieve closer the goal of increased agricultural productivity and income of the farmers. Thereafter, the division manager of the IDD introduced the participants.

3.2 Presentation of JICA-NIA IA Strengthening Study

The Manager of the IDD made the above presentation. The presentation was preceded by a brief narration of the existing NIA-JICA institutional program, focusing on the in-country program. The presentation dealt essentially on 6 major areas. First was the assessment conducted on NIS and the IAs. Second was the documentation on the participatory nature of diagnosing issues and problems, detailing the methodical approaches during the surveys made in Phases I and II. Third was analysis of the substantive outputs and inputs of the Study according to the 3 areas of IA strengthening, notably on organization, O&M and finance. Fourth was a discussion on the cost and implementation configurations. Fifth was the expected impact of the Study on the beneficiaries, and the last portion dealt on the implementing arrangement pursued during the entire period of the Study.

3.3 Presentation of Results of Action Plan and Action Workshops in San Fabian NIS

Selected IA leaders from the pilot IAs made the above presentation. The presentation narrated the brief profile of the pilot IAs, the major accomplishments (presented earlier in San Fabian Action Workshop) and the succeeding works to be undertaken (embodied in the post-action plan) between now and until 2005. The significant accomplishments included, among others, reorganization of the pilot IAs implying new set of officers and TSAG leaders and creation of a federation, redefined IA and TSA boundaries, formulated policies on membership and by-laws, O&M, finance and capital build-up.

3.4 Presentation of Results of Action Plan and Action Workshops in Bago NIS

Similar to the San Fabian experience, selected IA leaders made the above presentation. The presentation described the brief profile of the pilot IAs, the major accomplishments (presented earlier in Bago Action Workshop) and the future works to be undertaken (specified in the Bago post-action plan) between now and until 2005. The major accomplishments included, among others, adoption of new guidelines for reorganization of pilot IAs focusing on new hydrological boundaries (canal-based and head and/or check-gate based); general policies on membership and by-laws; O&M; and CBU and livelihood.

3.5 Manuals and Campaign Tools for IA Strengthening

The division manager of IDD enumerated the campaign materials (video and posters) and training manuals the Study has produced for dissemination to relevant authorities. A brief description on how the campaign materials were prepared preceded the enumeration and purpose of each campaign material. The

video materials and manuals would be used for honing the skills of IA leaders and members in the appreciation of their roles in performing their function in the organization, O&M and increasing financial resources.

3.6 Presentation of the Function of the Geographic Information System (GIS)

The principal engineer of PDD demonstrated the capability of the updated GIS (System A) focusing on the updated database and administrative arrangement within NIA for its proper operation and maintenance. The updated database include information essential for monitoring and policy decision for each NIS, examples of which are ISF collection, membership, reservoir simulation, dam design, etc. It was informed that the database is still incomplete and NIA has to regularly update it for better utilization.

As regards administrative arrangement, the Corplan was designated as the over-all custodian for the GIS system, to be supported by SMD, PDD and IDD.

3.7 Panel Discussion

Three major issues were tackled for deliberation: IA membership, improvement of IA livelihood and responsibility sharing between NIA and IA on O&M.

As regards membership, and given the issues presented by the Study as shown in Table 3.1, the emerging consensus was to impose mandatory membership. For it to be implemented, an irrigation development act was proposed instead of the irrigators' association act being recommended by the Study. The former is claimed to be encompassing compared to the latter proposal. An irrigation development act would define the comprehensive elements for sustainable irrigation development, which include the IAs as well. In the interim, it was suggested that the NIA Board would execute the necessary circulars to already require the IAs to amend their by-laws for mandatory membership. The IDD will spearhead this activity, defining the elements of mandatory membership whether it is individual or household members.

With reference to IAs' livelihood opportunities (Table 3.2), the consensus was to capitalize on the CBU, and with sufficient capital, the concept of assembly market will have a good chance to work given the experiences of Badagoy IA and Lower Marbel in South Cotabato RIS. It was further claimed that assembly market will be a good model to initiate, given its contribution to price information.

As regards responsibility sharing, there was no definitive consensus that emerged with respect to IMT policy. Peripheral issues (Table 3.3) were raised instead about sustainability in the rehabilitation of physical facilities. It was the

consensus that NIA will have to assess the problems affecting the existing IMT programs. In the end, it was stressed that NIA will always strive to work with greater partnership with the IAs to sustain irrigation development.

3.8 Closing and Wrap-up

The discussions on the 3 major issues constituted the wrapping up. The presenter re-echoed the issues and problems, including the findings. Finally, a senior staff of NIA closed the session.

Table 2.1 Post-Action Workshop Schedule

POST-STUDY SEMINAR WORKSHOP NIA-JICA IA Strengthening Study Project – National Irrigation Systems May 28, 2003 Convention Hall, 5 th Floor, IEC, NIA, EDSA, Diliman, Quezon City	
<u>PROGRAMME OF ACTIVITIES</u>	
PART I	
8:00 AM – 9:00 AM	: Arrival and Registration of Participants
9:00 AM – 9:30 AM	: Opening Program
	<ul style="list-style-type: none"> ▶ Invocation ▶ Philippines National Anthems ▶ Welcome Messages <ul style="list-style-type: none"> ➢ Marcelino V. Tugaoen, Jr. Deputy Administrator, NIA ➢ Osamu Nakagaki JICA Resident Representative, Philippines ▶ Introduction of Participants <ul style="list-style-type: none"> ➢ Renato S. Gamboa, Division Manager, NIA-IDD
PART II	
9:30 AM – 10:00 AM	: Presentation of JICA-NIA IA Strengthening Study Objectives and Results <ul style="list-style-type: none"> ➢ Avelino M. Mejia, Department Manager, NIA-IDD
10:00 AM - 10:15 AM	: Break
10:15 AM – 11:15 AM	: Presentation of Results of Action Plan & Action Workshops in San Fabian RIS <ul style="list-style-type: none"> ➢ IA Representative, San Fabian RIS
11:15 AM – 12:15 PM	: Presentation of Results of Action Plan & Action Workshops in Bago RIS <ul style="list-style-type: none"> ➢ IA Representative, Bago RIS
12:15 PM – 1:00 PM	: Lunch Break
1:00 PM – 1:30 PM	: Introduction of Manuals and Campaign Tools for IA Strengthening <ul style="list-style-type: none"> ➢ Renato S. Gamboa, Division Manager, NIA-IDD
1:30 PM – 2:00 PM	: Presentation of the Functions of GIS, Database Updating and NIA-GIS Management Arrangements <ul style="list-style-type: none"> ➢ Reynaldo L. Baloloy, Principal Engineer, NIA-PDD
2:00 PM – 3:00 PM	: Panel Discussion <u>Main Issues</u> <ul style="list-style-type: none"> - Membership of IA - Improvement of livelihood for IA and member farmers - Responsibility sharing between NIA and IA for O&M <ul style="list-style-type: none"> ➢ Avelino M. Mejia, Department Manager, NIA-IDD Moderator
3:00 PM – 3:15 PM	: Break
3:15 PM – 4:00 PM	: Panel Discussion (cont'n)
4:00 PM – 4:30 PM	: Wrap-Up <ul style="list-style-type: none"> ➢ Dominador D. Pascua, Manager, NIA-CORPLAN
4:30 PM	: Closing Message <ul style="list-style-type: none"> ➢ Isidro R. Digal, Assistant Administrator, NIA
	Enrique A. Sabio, Jr. Master of Ceremonies and Overall Session In-Charge
Note: Video Films produced by the JICA Study Team will be shown during breaks.	

Table 2.2 Workshop Participants

Post-Seminar Workshop, May 28, 2003

NAME	POSITION	NAME	POSITION
1. Department of Agriculture (DA)		3. San Fabian Pilot IAs	
1 Felix Jose S. Montes	Director, Proj. Dev't. Services	1 Jose Valelo	Scientific Farming IA
2 Cristry Polido	Project Dev't. Services	2 Domingo Pascua	Scientific Farming IA
3 Robina Boligor	Project Dev't. Services	3 Manny Tuliao	Scientific Farming IA
4 Susan de Guzman	Project Dev't. Services	4 Crisanto Senen	San Juan Babasit IA
2. National Irrigation Administration (NIA)		5 Calixto Quiros	BGM IA
1 Marcelino V. Tugaoen, Jr.	Deputy Administrator	6 Samuel Abaoag	Apacembulo IA
2 Avelino M. Mejia	Dept. Manager, IDD	4. Bago Pilot IAs	
3 Dominador D. Pascua	Dept. Manager, Corplan	1 Demetrio Trojillo	Amana IA
4 Mario Gulinao	Dept. Manager, SPS - S O E M	2 Rogelio Delgado	Amana IA
5 Enrique A. Sabio, Jr.	Div. Manager, IDD	3 Abdon Palma	Atidu IA
6 Renato S. Gamboa	Div. Manager, IDD	4 Rolly Bermudez	Atidu IA
7 Bayani Ofrecio	Irrigators Dev't Chief A	5 Efren Montalbo	Bunasabala IA
8 Leo Gallego	Supvg. IDO	6 Julianito Craco	Bunasabala IA
9 Reynaldo Balolio	PDD	5. JICA Tokyo Office	
10 Serafin Palteng	Casecnan	1 Sonoko Iwamoto	
11 Manuel Collado	RIM, R3	2 Kyoko Ookubo	
12 Samuel Japitana	RIM, R6	6. JICA Philippine Office	
13 Orlando F. Jorge	RIM, R9	1 Makoto Imamura	Asst. Res. Representative
14 Johnny Emmanuel	RIM, R10	7. JICA Expert	
15 Bienvenido Pedregosa	RIM, R11	1 Yoshihiro Ozawa	PDD-NIA
16 Marcelino Santos	IS, AMRIS	2 Toshiyuki Yoshioka	IDD-NIA
17 Pilipina Bermudez	IDD Manager, R1	3 Hideki Furihata	IDD-NIA
18 Emma Cruz	IDD Manager, R3	8. JICA Study Team	
19 Jesus Perez	IDD, R3	1 Yutaka Murai	Team Leader
20 Dionisio Asencio	IS, Bago RIS	2 Yuichi Fukasaka	Irrigators Assn/Org, Mgnt.
21 Neri Perez	IDD Manager, R6	3 Keisuke Sakurai	Water Management
22 John Lastierre	IDO, Bago RIS	4 Virgilio E. Cabezon	Rural Sociology
23 Salvio Retes	IS, Labangan RIS	5 Marisa Orillana	Local Consultant
24 Paterno Laranjo	IDD Manager, R9		
25 Sofronio Sabado	IDO, Labangan RIS		
26 Patricio Juan	IS, Pulangui RIS		
27 Ma. Annabelle Tejada	IDO, Pulangui RIS		
28 Angeles Famas	Economist A, R10		
29 Edgardo Draculan	IS, Mal RIS		
30 Aniano Sayon	IDD Manager, R11		
31 Gene Claire Jandayan	IDO, Mal RIS		
32 Modesto G. Membreve	Project Manager, MMIP		
33 Reinerio Irinco	Project Manager, BHIP		
34 Ceferino Sta. Ana	IDD Manager, Help Catubig AAP		
35 M. Anderson Tolentino, Jr.	IDD Manager, R12		

Table 3.1 Panel Discussion: Membership

IA Membership Issues		
Issue	Consequence	Recommendation
1. Voluntary nature of membership	<ul style="list-style-type: none"> - Difficulty of enforcing penalties and sanctions to non-members - Non-members can use water by just paying ISF 	<ul style="list-style-type: none"> - Amendment to IA by-laws making IA membership as mandatory rather than voluntary.
2. High incidence of absentee landowners; high incidence of tenants, caretakers and laborers	<ul style="list-style-type: none"> - The purpose of “actual tillers as IA members” is defeated. - Participation to community work and ISF collection is low. 	<ul style="list-style-type: none"> - Amendment to IA by-laws making IA membership as open only to actual tillers. - Strict implementation of O&M policy on community work participation.
3. High degree of inactive members in the downstream portions due to shortage of water	<ul style="list-style-type: none"> - Low participation in IA activities 	<ul style="list-style-type: none"> - The IAs, with NIA’s assistance, should devise a strategy for equitable distribution of water to all members.
4. Dominance of <i>pseudo</i> leaders who are inactive in farming	<ul style="list-style-type: none"> - The actual needs of members are sacrificed with vested interest. 	<ul style="list-style-type: none"> - Members should be select responsible leaders through credible and transparent elections. - Include provision in the By-laws restricting eligibility of elected government officials for IA officer positions.
<p>Options :</p> <ul style="list-style-type: none"> - Enactment of an Irrigator’s Association Law/Act and/or Irrigation Development Act as a long-term solution - NIA Board to issue circulars addressing the issue and/or mandating IAs to amend by-laws by requiring mandatory membership as an interim solution. 		

Table 3.2 Panel Discussion: Improvement of Livelihood Opportunities for IAs

Improvement of Livelihood for Irrigators Associations and Member-Farmers		
Socio-Economic Profiles of IAs	Financial Profiles of IAs	Recommendations/Solutions
<p>1. IA average membership - 40% (20% to 80%) Average TSA area - 50 ha/40 farmers Illegal turnouts are predominant affecting water distribution and synchronous planting</p>	<p>1. Main source of IA revenues are remunerations from Type 1 and II O&M contracts.</p>	<p>1. Farm Trust Program</p> <ul style="list-style-type: none"> - Scheme to overcome problems on absentee landowner-cultivator - Landowner giving right to IA in managing their farm - IA and land owners' agreement on acquisition and use of production inputs and sharing of farm income
<p>2. Mean landholding - 1.2 ha (0.50 to 1.60 ha) Average yield - 4.0 tons/ha. (wet and dry) Cropping Intensity - 150% Owner - cultivator - 50% of members Some owner - cultivators have tenants, caretakers or hired managers</p>	<p>2. Type 1 earnings depends on timely payment by NIA Type II earnings not favorable caused by low ISF collection (1999-2000 was 30 to 40%)</p>	<p>2. Assembly Market - a concept based on an arrangement were:</p> <ul style="list-style-type: none"> - Farmers bring and/or process their produce in a pre-determined location - Traders converge and bid to purchase the assembled products.
<p>3. IA performance - rated from fair to poor Most IAs are dormant Characterized by poor governance</p>	<p>3. IAs - no activity on product trading Paddy directly sold to traders without benefit of further processing Farmers normally get lower price hence delays or failures in paying ISF.</p>	<p>3. Capital Build-Up - program geared towards</p> <ul style="list-style-type: none"> - Harnessing IA members' participation in internally generating funds to finance income-generating projects - Instituting sound and sustainable financial management - Evolving IA financial policies based on the framework of fair and equitable sharing of financial burdens and efforts at all levels of the organization
<p>4. Most IA leaders - not good role models/can not portray right behavior Caused mainly by poor selection of leaders Often with politician's improvement</p>		

Table 3.3 Panel Discussion: Operation and Maintenance Sharing

NIA and IA Sharing of Responsibilities for Improved O&M of NIS			
Findings in IMT areas	Other Observations (pointing to inconclusive impact)	Issues Identified by the Study	Recommendations
1. Flexibility in water deliveries	1. Conflict in objectives between reduced ISF incomes and inability to retrench redundant personnel.	1. Lack of legal framework	1. Transfer O&M management responsibilities for irrigation systems with area of 2,000 ha and below to IAs or its federation.
2. Increase in agricultural production due to improved water supply	2. ISF collection efficiency did not increase, generally	2. Inadequate penalties and sanctions	2. NIA to manage O&M of irrigation facilities above the 2,000 ha irrigation area.
3. Enhanced awareness of farmers and IA members	3. No direct influence insofar as improvement in income and livelihood is concerned	3. Inappropriate ISF sharing	3. IA can opt to take over O&M responsibility above the 2,000 ha irrigation area as they gain experience and improve their capabilities
4. Active officers and leaders due to regular payment of incentives	4. Socio-economic conditions of farmers unchanged	4. Ambiguous O&M responsibility sharing	4. Formulate appropriate and consistent policies and guidelines.
	5. Incentive from ISF generally insignificant to cover O&M costs.	5. Unclear responsibilities in rehabilitating irrigation facilities	5. Craft an "Irrigators Association Act" to support transfer of O&M responsibilities to IAs.
			6. Include incentive provision in the proposed act to protect the interest of affected O&M staff.